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JOURNAL

JITTER

Command

“Smart Quotes”

Although most parents have increasingly busy lives, 64 percent of those with children under age 18 say they spend more time with their children than their parents spent with them.

(Research Alert, March 1997)

The percentage saying credit cards are good has been growing. Since 1992, the number has risen seven points to 43 percent. In contrast, the percentage taking the negative view has declined 12 points to 31 percent. About one third (36 percent) say credit cards are now more a necessity than a luxury.

(Research Alert, March 1997)

Asked to name the greatest problem facing family life today, Americans show little consensus. Most often mentioned are problems of ethics or moral values (16 percent), unemployment and financial problems (15 percent), lack of time together (10 percent), alcohol or drug abuse (9 percent), divorce or separation (8 percent) and lack of communication (8 percent).

(Research Alert, January 1997)

Kentucky is the greatest educational success story of the 1990s. It leads the nation with a 12-point increase in the share of adults with a high school degree.

(Forecast, May 1997)

This tear-out sheet has been created for your use in sales presentations. It is not authorized for use as an ad, flyer, or mail-out. Point of contact is SFC Max Coney, HQ USAREC PAE, (502) 626-0351.

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This month's cover was designed and built by Joyce Knight, USAREC visual information specialist, and photographed by Steve Catlin, Fort Knox TASC.

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Of the troops, for the troops

On the occasion of my retirement from active service and through this column, my last as your commander, I want to express my thoughts on your vital importance in the shaping of our Army, both today and that of the future.

Our Army is a quality force, one that deters aggression, and it is on the forward edge for the Nation in providing world peace through strength. As I have said on many occasions, your role as Army recruiters and leaders in the sustainment of the force has never been more critical than today. It is you upon whom our Nation relies to provide the strength, an Army that must be prepared to defend our values, protect our national interests, and ensure our country enjoys the peace for which so many have sacrificed.

As you are aware, we are in one of the most difficult and challenging years in recruiting history. I have conveyed the requirements to posture us for mission accomplishment to the Army leadership, and we have met with great success in augmenting our incentives. The decision to increase the Army College Fund, Loan Repayment Program, and Enlistment Bonuses was not easy. The support from the Secretary of the Army, the Army Chief of Staff and the Deputy Chief of Staff for Personnel was predicated on their confidence and belief that our non-commissioned officer recruiting force was up to the challenge, and, given these incentives, would meet the Army's requirements.

We have made some progress over the last several months. I fully recognize that the new incentives require time to penetrate the market, and our advertising is geared to do just that. I have great expectations that you will use these incentives to open markets of opportunity, to resell the Army in those areas that may have been soft in our previous efforts. I am confident and optimistic that you can attain not only this year's mission, but also that you will set the stage and position the Army Recruiting Command for success in future years.

The greatest feeling I can share with you is that of pride for having had the opportunity to serve our country. I am also proud that I have had the opportunity to serve twice with this great organization; I know the truth of the statement that recruiters are the finest NCOs in the Army. Each of you should have the knowledge that what you are doing is important and that it requires a daily commitment to resolve in your heart and mind that you can make a difference. You have the power, technical skill, and tools to accomplish one of the most difficult missions a soldier has to perform, recruiting quality soldiers for America's Army.



MG Lenhardt

When I arrived at USAREC, I shared with you my principles of leadership and conduct; you may remember them as my maxims. They were appropriate then, and if you apply these to your everyday life, they will sustain you in your professional

conduct as well as contribute to the well being and morale of your unit.

I also want to share with you a private matter, the honest and sincere recognition that my wife's support and sacrifices have enhanced my career and enabled me to perform my duty to our country. Her support, love, and unselfishness certainly contributed not only to my success, but also to the overall good of the Army. I say that this is a private matter because each and every one of you knows what your spouse has done to support you and your career, private in the sense that words and plaques from others never fully capture their true contribution. As one who knows from wonderful experience, I want you to take the time to recognize what your partner in life contributes and, as often as possible, let him or her know your appreciation. Remember, families are our biggest combat multiplier!

In closing, I feel compelled to tell you that the months ahead will not be easy, but you can make it. The leadership challenge is for every station commander to take charge of prospecting, enforce the standards, and lead your recruiters from the front by training and taking care of them. The sergeants major must mentor the first sergeants and lead production from the front. Commanders at all levels must ensure that you are equipped and have the necessary tools and incentives to be successful.

I titled this article "Of the troops, for the troops" — regardless of the branch or MOS, it has significant meaning to all of us... for you are the troops who will ensure the success of the Army of the future, and that future is in good hands.

I bid you all farewell, and God bless. Hooah!

A. E. Lenhardt

Meet the challenge

by SGM Robert E. Woods, Chicago Recruiting Battalion

The eternal push-pull of change versus stability continues when we adjust to new leadership teams. Remember, change is a good thing. Progress and change go hand in hand. Welcome change and make your own individual contributions whenever possible.

One thing remains constant, however: the mission. Our Army requires qualified young men and women in FY 97, just as it always has.

Our mission is tough. Of course it is — or the Army wouldn't need you here to accomplish it. You, and I mean each and every NCO, have shown the Army time and again that when the mission is toughest, when the stakes are highest, you are the ones the Army can depend on to successfully accomplish that mission.

Make no mistake — you are here because you stood out from your peers during the recruiter selection process. Our Army looked at your credentials and your achievements and saw an NCO of high potential. When the Army looks at your record, it knows we all can expect great things to happen when you're on the job. To borrow words from Charles Dickens and Garrison Keillor, we have great expectations for each and every NCO [in USAREC] because everyone here is above average.

Back to your credentials. Credentials, a diploma or certificate that says you have successfully completed a course of instruction on a given subject, lend gravity and substance to the abilities you already know you have. They are a means of proving to those who do not know you that you have at least a baseline competence in your chosen field. They also indicate that you have the potential to do great things.

The demand for credentials follows you wherever you go. Essential credentials for an NCO begin back in basic training and extend through MOS training to PNCOC, BNCOC, ANCOC, and the Sergeant Major Academy.

We all stand a little taller knowing that our credentials precede us into a new job, much more so than our individual reputations as leaders and doers. A basic reason, of course, is the

simple fact that your demonstrated ability and individual accomplishments are a bit harder to quantify — or at least they take more paper and ink to describe than the few words in fewer lines of your DA Forms 2 and 2-1. Our reputations may not always precede us, especially in an organization as large and diverse as the Army. Our paper trail, even in its most abbreviated, condensed form, tells the world who we are and what it may expect of us long before our shining faces actually show up at the unit.

Having said all that, let's look at our credentials from a different point of view. The time was September 1944 on the Crozon Peninsula, in western France. Allied victory in Europe was close at hand. German General Herman Ramcke had requested to meet with American Army leaders to discuss the terms of his surrender. The assistant commander of America's 8th Infantry Division, Brigadier General Charles Canham, had been escorted to the German general's dugout.

Through an interpreter, Ramcke said, "I am to surrender to you. Let me see your credentials." Canham pointed to the American infantry soldiers crowding the entrance to the dugout. He said, "These are my credentials."

Today, in 1997, soldiers are still our credentials, just as Canham declared them to be in 1944. In fact, they have been our credentials since the US Army began on June 14, 1775. That day, on a village square in Cambridge,

Mass., a small assembly of colonials mustered themselves together to form an army under the authority of the Continental Congress.

For 222 years, our Army's purpose has been to fight and win our nation's wars. America's Army exists to give the nation decisive victory on the battlefield and wherever else the nation needs us. Decisive victory means more than simply destroying the army of an opponent. It can take many forms: saving lives by producing and delivering clean water to Rwandan refugees; restoring democracy in Haiti; or keeping the peace in Bosnia. Whatever the mission, the nation turns to the Army for help during crises and the Army delivers success.

Ultimately, a successful Army begins with you, the Army recruiter. Of the quality young men and women you "put in boots," you too should say, "These are my credentials."

Our recruiting challenges are great, but they can and must be overcome by applying the same rules for success that apply to any soldier in any situation. We sometimes lose sight of the fact that the formula for success applies equally to the engineer platoon sergeant throwing a tactical bridge over the Sava River in Bosnia, to the mech infantry NCO leading his troops through the tough, realistic training at the NTC, and to recruiting quality young men and women for our Army. The tools are: a positive mental attitude, teamwork, and focus on the mission.

A caution here, though — as we strive to accomplish the mission, we must never for a moment forget about taking care of our soldiers and family members. Whoever originated the old leadership quip, "Take care of your people and your people will take care of you," really knew what he was talking about.



Whatever the mission, the nation turns to the Army for help during crises and the Army delivers success.

Implementing Instructions, 4th Quarter Production Incentives

1. Reference USAREC Commanding General Message, dated 18 June 1997, subject, message to the Field — Incentive Program.
2. To further encourage production in the 4th Quarter and to provide quality incentives to our forces, the CG USAREC has announced two additional incentive programs. These two programs will run simultaneously. One involves FY 97 year-to-date (YTD) mission reduction and the other postures recruiters for double recruiting points during FY 98.
3. For RSMs June, July, August and September, for each RA/USAR contract written, recruiters will receive a reduction from the YTD mission for the same mental category. Grad A, SA, and GCA contracts will result in a like mission reduction of two. Other categories will have a YTD mission reduction of one for each contract written. Example, for each GA written, the YTD mission would be reduced by two GAs. For each SB written, the YTD mission would be reduced by one SB, and so on. This program will allow recruiters, stations, companies, and battalions the opportunity to make up their YTD shortfalls and increase late FY 97 production in the process. Again, this mission reduction is for the Oct-May YTD mission and does not effect the RSM June thru September mission. Mission reduction edits will only roll up to battalion level; brigade mission will not be affected.
4. For FY 98, eligible recruiters would be able to receive double recruiter point credit for any one month of their choosing. This month could be declared after the month has passed and would affect points only. For instance, a recruiter who writes three GA contracts in a given month, and selects that month to cash in, would receive points as if he had written six GA contracts. To be eligible for this program a recruiter would have to write nine contracts, six of which must be grad or grad-like in 4th Quarter FY97. For USAR contracts, recruiters would need to write 15 volume contracts in 4th Quarter FY 97 to be eligible. As an alternative incentive for those PCSing in 1st Quarter, recruiters who meet the eligibility requirements will be offered the expertise and personal involvement of the Director of Personnel in working a reasonable station of choice for their next assignment.
5. These initiatives are effective immediately upon receipt of the CG's message (18 Jun 97). Contracts written prior to the effective date of the message will not count toward these programs.

6. POC for these initiatives will be COL Chuck Kaylor, PAE, (502) 626-0321, or LTC Steve Sharp, RO, (502) 626-0739.

//s//

DONALD W. TARTER
COL, GS
Director, Recruiting Operations

Clarification

The author of the feature story, "Tie on your line" (June *RJ*), SFC Arthur C. Rathburn, is a USAR Health Care Team recruiter in Madison, Wisc.

**Have a safe
and happy
Fourth of July
celebration!**



Story ideas?

If you have any comments or suggestions for articles you would like to see in a future *Recruiter Journal*, call Kathleen Welker at 502-626-0167 or e-mail to: welkerk@usarec.army.mil.

Change of command

The USAREC change of command from MG Alfonso E. Lenhardt to MG Mark R. Hamilton will be held at Fort Knox on Thursday, July 31, 1997. Hamilton is currently the vice director for Force Structure, Resources and Assessment, J-8, The Joint Staff, Washington, DC. MG Lenhardt's retirement ceremony will be held at Fort McClellan, Ala., on Aug. 8, 1997.

BG James E. Shane, Jr., deputy commanding general (East), will retire from active service on Aug. 1, 1997; the ceremony will be held at Fort Knox, Ky. BG Stephen R. Smith, currently director, Enlisted Personnel Management, US Total Army Personnel Command, will be the new DCG (East).

Report of misuse of GOVs

Recently a concerned citizen observed two recruiters speeding on an interstate. Soldiers should understand the importance of safe driving habits and their responsibilities when driving a GOV. Our driving habits may cause citizens to form a perception of unsafe driving.

Public opinion is important in our business. We cannot afford to give citizens in our recruiting areas the perception that we endanger the lives of others with unsafe driving practices. The three primary causes of highway deaths are:

- Speeding
- Drunk driving
- Failure to wear a seat belt

Remember that smart driving saves lives!

TRICARE dental plan rates increase

AURORA, Colo. (Navy Wire Service A-Wire) — The monthly premium for the TRICARE Active-duty Family Member Dental Plan will increase Aug. 1.

The rate for a single enrollment will go up from the present \$7.19 per month to \$7.64. A family enrollment that now costs \$17.97 per month will be \$19.09.

Active-duty servicemembers will see the premium increase reflected in their July Leave and Earnings Statements. Families who are signed up for the plan by their military sponsors on or after July 1 will be enrolled at the new rate.

The scheduled premium increases were proposed by the present contractor,

United Concordia Companies, Inc., in its initial bid for the contract, to cover expected increases in program costs. The new premium amounts are still less than those that went into effect in April 1993, when the dental plan's benefits were expanded.

The monthly premium that active-duty service members have deducted from their paychecks represents 40 percent of the total premium cost for the plan. The other 60 percent is picked up by the government.

For information about the dental plan call United Concordia Companies, Inc., toll-free number 1-800-866-8499.

Internet policy supplemented

(Editor's note: The Internet policy memorandum, signed by the Chief of Staff on June 6, supplements the current USAREC Internet policy memorandum dated Dec. 18, 1996, which remains in effect. Below is an excerpt.)

SUBJECT: The USAREC Command Policy for Internet Usage, Access and Content

Purpose. It is the command's intent to focus the use of this new technology and its capabilities on supporting the recruiting mission. This memorandum provides current guidance and the proposed future plans for all elements of USAREC regarding access to and use of the Internet. This policy is intended to:

a. Ensure the establishment and maintenance of a consistent public marketing message for the US Army Recruiting Command.

b. Reduce duplicative efforts on the part of recruiting units.

c. Provide for the security of information that is intended solely for internal consumption within USAREC.

Internet/Intranet.

a. Internet access is defined as the ability to connect to and acquire information contained at Internet sites.

Currently, brigades are authorized three accounts for Internet access and battalions are authorized two accounts. Companies and stations are not authorized Internet access. As the wide area network (Recruiting Services Network, or RSN) matures and brigade and battalion Local Area Networks (LANs) are fielded, additional users will be allowed

to access the Internet over the RSN backbone.

b. Internet Web presence is defined as posting information or content that is accessible via the World Wide Web using a browser. This presence is commonly known as hosting a web site. Battalions, companies and stations are not authorized to maintain a web presence. Stations are currently afforded a web presence on the USAREC World Wide Web site. This presence provides a standardized marketing message which is dynamically generated from an extract of the CIMS database. Each page contains information on station location and phone number and provides an e-mail link which allows visitors to contact the station directly via cc:Mail. Brigades and battalions which have already established a web presence are hereby restricted to use their sites for command and control purposes only. All other USAREC units and persons assigned to or affiliated with USAREC that have had information posted on the web for the purposes of disseminating Army marketing information should have removed those sites IAW command policy published by USAREC Headquarters in December 1996. Any remaining sites of this type are to be removed and any links from other web sites or search engines are to be terminated. Personal or individual home pages that advertise or allude to an affiliation with the US Army Recruiting Command are prohibited.

c. It is the command's intent that as battalion and brigade local area networks become web capable, command and control information will be posted and accessible on USAREC internal web pages (**intranet**). The USAREC intranet will be a private network that is fully secured and protected by a firewall. The development and fielding of a JRISS dial-in solution will provide companies and stations with access to the command intranet and the Internet.

Content. To provide the public with a single source of recruiting information and channel lead information, the following applies to all command and control Web sites. Units who wish to use a web presence for command and control purposes will organize and present their web sites in the following manner:

a. The first page of a unit web site shall contain two graphics and hot links. The first graphic shall consist of a graphic representing the U.S. Army and

be placed at the top of the page. Text below the graphic shall state: *"You have connected to an official U.S. Army Recruiting Command web site. For information concerning career opportunities in the U. S. Army click here."* Both the graphic and the text (click here) will be linked to <http://www.goarmy.com>.

b. The second graphic should depict the unit and/or its location and the accompanying text should describe the unit and notify the user that access is restricted to official use. This graphic will lead users to the main command and control page. Command and control pages must be password protected to exclude general public access to sensitive and operational data. Passwords shall be monitored and updated in accordance with Defense Information Systems Agency (DISA) security policies.

c. Command and control pages will not contain forms, data or other materials that duplicate data collection or delivery efforts currently in use or being developed within the command. Command and control pages shall adhere to DA policies and guidance concerning web page content. Each unit is responsible for ensuring that graphics and or images used on command and control pages are not encumbered by copyright.

d. Units will not advertise or register their site with public and/or private search engine services, such as Yahoo, Lycos, etc. Units that have previously registered with these services must request that their information be removed.

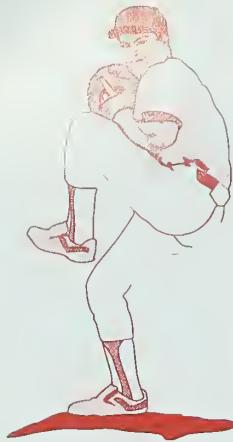
e. Units must also request that their hosting Internet service provider assist them with the placement of a *robots.txt* file. This file must notify crawlers and spiders and other search agents that they are restricted from collecting any information from directories that contain command and control information.

f. For security auditing and policy compliance, units must register their sites with the USAREC-IM and provide password access to all areas of their site. Sites must be registered within 30 days of receipt of this policy.

g. When the intranet is fully functional at the brigade and battalion level, command and control content will be transferred to the appropriate internal RSN server. Brigade and battalion servers are expected to be installed and intranet capable by early 1998.

Developing Centers of Influence, a key ingredient

by SFC David Dawson, Recruiting Operations



You've just been offered the chance to play baseball on the team of your choice. However, your team will be playing with one less player than every other team; your team will have to play without the catcher.

Nobody ever thinks of the catcher as a key element to a team's success. Just imagine a game without one. It'll certainly take longer. Someone will have to chase the ball each time the batter decides not to swing. You could even lose your pitcher if he covers a close play at home. You won't win with any consistency. You might win a game every now

and then, but you'll never be able to count on a victory. Soon, the uncertainty will wear down your team's morale and playing a game will become more of a chore instead of being fun. Your team is unstable. It's missing just one element that would make winning a result of your talent and ability and not the result of how lucky you are on that particular day.

Centers of influence are the *catchers* of your recruiting program. They're often overlooked or underrated. They are a crucial element needed to move your program into the winning column. That's right, your program. You see, after all your recruiter training, hours of fine-tuning your skills, counseling, listening, studying, and the long list of other things you've done to maintain the honor of wearing the badge, it all comes down to you and what you do to make a winning program. You are the general manager of your destiny in recruiting.

No COI = No Consistency

When you only prospect and conduct sales presentations you might be successful for a month or two. Sooner or later you'll experience the dreaded *dry spells* where, no matter how hard you prospect or how many sales presentations you conduct, nothing you do nets that elusive contract. The proverbial well will run dry. Add a DEP loss or two if you haven't developed a DEP maintenance program, and you're heading the wrong direction. Success is the other way. Just about the time your zeros start drawing attention, you'll find someone to join the Army and the pressure will subside, for the moment. You're in a cycle of inconsistency. If you keep doing the same things, you'll stay in it — successful for a month or two, "nada" for a month or two. You might even get the privilege of attending Low Producer Training of some sort — probably just about the time you find someone to join the Army.

How do you get out of this cycle? The same way you got in. You have to work at it, but it won't take you any more work getting out than it did going in. It's not a step-by-step process. In other words, you don't have to do one thing first, wait for something to happen, then do another, and another, and so on.

Normally, you can make progress in several areas simultaneously. One of the first things I was taught is that recruiting is an art, not a science. You have to work at it accordingly. First, if you haven't, you must develop a solid DEP/DTP Maintenance Program. Then at least you won't lose what you've worked so hard to achieve. You might even generate a referral or two from your DEP members. That's a step in the right direction, but unfortunately, another article.

While you're working the kinks out of your DEP maintenance, you can also start developing Centers of Influence, those we refer to as COIs. As mentioned earlier, this element is often neglected, if not forgotten altogether. And it's one of the fun things we get to do in recruiting. There's no pressure to enlist a COI. You don't have a looming deadline to make one. You get to work at your pace. You can be successful without COIs, but the road is longer and mostly uphill. If you have the chance to make your life easier, why don't you?

What are COIs? They are people who can help develop a better image of the Army, influence individuals to enlist in an Army Program, provide recruiters access to prospects, or refer names of leads to Army recruiters, people who have a positive impact on your recruiting efforts are COIs. There are also negative COIs, those who aren't so positive about your recruiting program. You'll want to work on meeting and developing rapport with both categories, but for now we'll work on the easy ones those who have a positive impact. Take a break from reading this article and think for a moment. I'm sure you can come up with the names of 5 to 10 people who could have a positive impact on your recruiting program. You may or may not know them personally. The high school principle is a COI. Wouldn't it be nice to have him or her supporting you? How do you get that support? You have to earn it; I'll show you how later.

Name of COI Position and Occupation

Why develop them? I touched on that question during the introduction to this article. The answer is somewhat obvious. Without them, your overall recruiting program is lacking an essential element that could make you consistently successful.

When do you develop them? Sometimes, you'll devote a specific portion of your schedule to develop COIs. Normally, you should be developing COIs while you're doing other lead generation activities. When you conduct a sales interview at an applicant's house, you should be developing his or her parents as COIs. At the high school to pick up transcripts? The counselors are COIs, the secretaries, clerks, janitors — need I go on? The point is, you have to develop them.

How do you develop COIs? If you haven't read the book, *"How to Win Friends & Influence People"* by Dale Carnegie, then I recommend you get a copy and read it. You'll not only learn how to develop COIs, but



the contents of that little book will help you improve yourself as a recruiter and an individual.

There are many ways to develop COIs. Membership in private associations within your community is one method that we don't use often enough because we don't know much about it. The first organization that normally comes to mind is your local Chamber of Commerce. USAREC Reg 360-12, (Recruiting Brigade and Battalion Operations) governs unit membership in private associations. It allows procurement of unit memberships for a recruiting station, recruiting company, battalion or brigade. The regulation specifies that "...*Memberships in private associations will be utilized as a vehicle to place USAREC personnel in contact with important members of the community in which they work.*" Funding comes from a specified program, not REA or advertising dollars. It's up to you to provide the details for membership to your

There are at least two ways to find a COI: by chance and by design.

station commander. He or she will work with the company leadership team regarding approval of membership and funding.

Keep in mind that Army and USAREC regulations provide the rules we must abide by. It's extremely important that you read the regulations and know those rules. Consult your station commander and, if necessary, your servicing judge advocate if you have any unresolved questions.

I'm sure you've heard the adage, "*You reap what you sow.*" In recruiting, that statement is as close to reality as you can get. It's important to understand that in developing COIs, the effects aren't often immediate. What you do today might not develop anything for months. That's probably the reason why most of us don't bother working on COIs — we want that quick fix, so we put on our blinders and focus on today. The chamber's membership includes local business people as well as other civic and school leaders. In fact, the superintendent of your local school system could be a member. Membership in the Chamber of Commerce provides a unique networking opportunity with the leaders, the *shakers and movers*, of your community, leaders you would not normally have access to.

The Chamber of Commerce has monthly luncheons. You'll have to pay for these yourself with your personal funds, but imagine the possibilities of sitting next to the principal of your high school and having his or her ear for an hour or more! The chamber sponsors community events that parents, grads, college students, and other members of your community attend. Imagine being one of the registrars of a local golf scramble sponsored by the chamber. You'll get to record the name, address, and phone number of every person attending the event! And every member and prospective member of the chamber receives a copy of the chamber's monthly newsletter. It contains announcements of community events and keeps you up to date on "what's happening" in the community. This is just one more tool you can use to

find COIs and develop leads. The chamber is also a gateway to other community organizations. Walk into your local Chamber of Commerce and find out more details. Who knows, you might develop a COI, whether you decide to join or not.

A practical guide to developing a COI

There are at least two ways to find a COI: by chance and by design. By chance can occur anytime, while your on duty or off. If you happen to meet someone who you feel could become a COI for you, introduce yourself, establish rapport, and commit to memory key points of information that will help you locate this individual at a later date. You may not want to ask for their phone number or how to contact them when you first meet them. Instead, ask them questions about what they do, where they work. Everyone loves to talk about themselves; listen. Later you can jot down the information in your planning guide and in a few days locate, and contact them again.

A scenario: SSG Steve Kelly is with his wife and children doing some shopping at the local department store. He wanders off on his own to the sporting goods section and is checking out that new rod and reel he's hoping to buy next month. He notices a gentleman standing to his right, looking at another fishing pole.

"That's a beauty," Kelly tells the man, hoping to make eye contact.

"Sure is," the gentleman replies as he looks up to see who's talking.

"Where do you fish?" Kelly asks.

"Well, I don't get to that often, but when I do, I like to fly fish near Miller's Landing. It's a great place," he replies.

"I can relate to not having too much time to fish. I'm Sergeant Steve Kelly, the Army recruiter for Springfield," he says, holding his hand out. "With my job, finding time to fish is tough."

"Recruiter? That must be fun. I'm Bob Paris," the man replies, shaking Kelly's hand. "I was in the Marines during Vietnam. I should have stayed in, I could have retired by now. You a twenty-year man?" Bob asks.

"Well, I've only been in eight years. I haven't given too much thought to whether I'll stay in or not. My dad was a Marine. It's always an honor to meet a military veteran," Kelly replies.

So far, SSG Kelly should be committing to memory the gentleman's name, the fact that he was a Marine, and that he supports the military. This is a positive COI. (A good way to remember someone's name is to repeat it to yourself six times.)

"Why, thank you," Bob responds.

"Well, Mr. Paris, what is it that keeps a man like yourself from fishing?" SSG Kelly asks.

"I'm a shoe salesman over at the mall," Bob replies. "I stay pretty busy with that and other things, so I can only fish maybe once or twice a month."

"That's about all I can manage myself," SSG Kelly says. "There's my wife, I better go. Here's my card," he says handing Bob a business card. "I'm in the mall a lot. Do you mind if I stop in one day next week to chat?"

"Not at all. Come on down anytime," Bob replied, taking the card from the recruiter. "It was a pleasure talking with you. Maybe we can go fishing sometime."

"Hey, that would be great. Talk to you next week," Kelly says as he waves goodbye and catches up to his wife.

Did that seem difficult? It's casual conversation, no rules or procedure to memorize. So, when do you close? Who cares, you don't have to! You can do this anytime you go somewhere. Who knows where the relationship between SSG Kelly and Bob will go? It may or may not develop contracts. The point of the story was that a positive relationship was developed by SSG Kelly, and it will help him in his role as a recruiter.

Other ways to develop COIs

High School — Sponsor a COI luncheon for the staff and faculty. Coordinate a luncheon with your POC within the high school. Refer to USAREC Regulation 1-18 (Recruiting Station Administration) and local policy for funding procedures. Use Appendix E and also create an agenda in advance detailing:

- What to discuss
- Follow-up event — Another luncheon, parent/teacher even, educator your? Who would be interested?
- ASVAB
- Ask: "What can I do to help you?"
- Distribute USAREC Form 930 among participants for their use in requesting information.
- Present awards to those who have helped you in the high school.

Educator/COI Tours — Tours are programmed by your battalion. You'll have little to do with the planning of these events, however, they are available for you to use as a tool to develop your COI program. Being proactive early will ensure successful use of this tool. You should also:

- Review USAREC Regulation 601-81 (Recruiting Station Operations Update) for specific program guidelines and your responsibilities.
- Develop a list of COIs. Follow regulatory and your battalion's policy on Educator/COI Tours. Check with your battalion A&PA for guidance.
- Ensure your list includes some of those negative COIs I talked about earlier. A tour of an Army installation will help you turn negative influencers to positive.

Volunteer — You probably think I've gone crazy, suggesting you volunteer. It may sound a little above and beyond, but the results are worth the effort if you select the right project. Volunteering for anything in your high school or college is very productive and rewarding. The *Recruiter Journal* has published countless stories about recruiters working in their schools to help coach and mentor our youth. They provide a contribution and in turn receive the respect and support of people who could influence individuals to enlist. I'll bet they even had some fun. Always consult with your station commander before you volunteer.

Other COI Events -- Organize an event to inform parents, teachers, news media, and the like about the opportunities of an Army enlistment. An event could be coordinated in conjunction with an RSB exhibit or a TAIR activity planned for your recruiting area. Use the Hometown Recruiter Assistance Program to share testimonial evidence with your audience. Invite a guest speaker. This aspect of recruiting requires the initiative and creative drive you were hired for in the first place — use it. After

you've accomplished one successful COI event, you'll wonder how anyone survives without them.

Follow up and follow through

Developing a COI is the beginning of a relationship. You must follow up and follow through with your COIs. This part of your COI program takes organization and effort. Failure to follow up will damage any rapport you've developed with that COI. Following up with a COI is a bit different than following up with your DEP members.

Don't hound!

There's no general rule of thumb as to when you should follow up, except: Don't hound! Your follow-up should be natural and genuine. Always call to schedule a time to either call again or to visit when it's convenient for them. After you call, send a card thanking them for their time. Indicate that you're looking forward to your meeting or next call on whatever date you've set up. Don't send RPIs with the card.

Look for ways to help. Use your special talents to help develop your COI program. If you're particularly talented in some area, use that talent to earn the respect and support of your COIs. Remember, look for ways to help. You don't necessarily want to offer your talent unless there's a need. If there is a need, it will become evident during the course of your relationship with the COI. Listen, listen, listen — whenever your COI talks, listen. Don't think about that appointment you have this evening or whether your applicant will test tomorrow. Put those thoughts out of your head before you visit with or talk to your COI.

You must listen in order to pick up on key information. Don't take notes either; memorize the important things. If a COI says, "I have to pick up a birthday gift for my daughter," you don't have to ask when her birthday is, just make a mental note that her birthday is sometime relative to today's date. Later, when you have the chance, make a note in your yearly planner to send a birthday card about three days before today's date. Fill in other details, such as her name and age when they become available during the course of your relationship with this COI.

Networking

Networking, too, is another article in and of itself; however, I just want to briefly mention that networking is key to developing your COI program. The more your COIs see you interacting with the things they interact with, the more respect, confidence, and trust you'll develop with them.

Conclusion

Centers of influence will make the difference in your recruiting program. While it's up to you to initiate a program to generate COIs, you're not in this game alone. Talk with your station commander. He's developed COIs and has conducted several events. Get with your USAR recruiters; they're the experts at networking within the community. Seek their advice to help you start in the right direction without reinventing the wheel.

Good luck with your COI program. Developed and used properly, it will make the difference in your recruiting program.

Independence Day

— *Celebrating the Declaration of Independence and the citizen-soldier*

There are, in the history of this country, many significant events that will remain forever in our memory. With more than two centuries behind us, we have a national experience that is rich and varied — a legacy of which all Americans can be proud.

On Independence Day, we celebrate the event that started it all — the birth of our nation. On this date 221 years ago, a group of American colonists — members of the Continental Congress meeting in Philadelphia — made a bold decision that changed the course of history: They adopted the Declaration of Independence. In it, Thomas Jefferson wrote that all men are “endowed by their creator with certain unalienable rights, that among these are life, liberty, and the pursuit of happiness.”

These are familiar words and familiar ideas to all of us who live in America today. But when Jefferson wrote them, they seemed radical to many. They seemed radical because so many people in so many countries around the world had no liberty. For them, the main business of life was to stay alive. As John Adams said at the time, “Fear is the foundation of most governments.” Liberty simply was not an option. Even in the few nations that allowed some individual liberty, government ruled with a heavy hand.

And what about the pursuit of happiness? Well, if the right to liberty was unfamiliar, the right to pursue happiness simply had not been heard of. As one journalist of the day asked in astonishment, “How can the rest of the world look without wonder ... at a nation that believes one of man’s inalienable rights is the pursuit of happiness?” Yet our belief in the right to pursue happiness, as much as our belief in the right to life and liberty, defines the American character.

Four score and several years after our founding fathers signed the Declaration of Independence, Abraham Lincoln marveled at the genius of it. Lincoln said it gave “liberty not alone to the people of this country, but hope to all the world, for all future time.” It gave “promise that in due time the weights of the world would be lifted from the shoulders of all men, and that all should have an equal chance.”

Never before had a nation been born in such a manner. Never before had the birth of a nation been heralded by a declaration drafted by elected citizens of the new nation. Never before had such fundamental freedoms been declared the entitlement of all human beings.



The men directly responsible for American independence had gathered in Philadelphia well before the Fourth of July in 1776. The movement to a new and free nation was not taken in haste. In fact, the Second Continental Congress had been discussing the idea of independence for several months.

Just what was the purpose of government, the delegates asked, if not to serve the people? Should not the rights of the citizens be valued above all else? And if a government violated those rights, did the people not have the right to change that government? The answers to those questions led the delegates directly to liberty for the colonies.

Fifty-six delegates would sign the document declaring the nation free and independent. Some, like Ben Franklin, were very senior citizens. Others, like Edward Rutledge, had not yet reached the age of 30. A few would not live to see the country finally break free of English rule. However, 11 years later, six of them would sign their names to another great American document — the United States Constitution.

Like the people they represented, these delegates were a diverse group. They were lawyers and merchants, doctors and farmers, judges and educators. Some came from cities, others from farms. Whatever their differences, though, they were united in their fervent desire to create a new form of government — a government that would assure the freedom and rights of the citizens it served.

Even now, more than 200 years after that summer day in Philadelphia, the words to which those delegates signed their signatures and their assent reach out to us; they hold us with their simplicity, their beauty, and their power, which echo across the centuries. So much a part of the American experience and tradition, these words have probably reached your ears a hundred times or more.

If those words from the Declaration of Independence inspire you today, can you imagine how they affected our forefathers, who had never heard them before? Can you imagine how they affected the hard-working, independent pioneers and patriots of Colonial America? The battles of the Revolution were already underway, but the daring Declaration added fuel to fire the heart and soul of Americans. That fuel

would sustain them from the desperate days at Valley Forge through the furious finale at Yorktown, Virginia.

On such Revolutionary battlefields as Yorktown, the Declaration got its true test. Inspiring as it was, it was, after all, only words. Acts of courage were called for to validate those words. So too were sacrifice, dedication and perseverance. If those first patriots had not been willing to fight for the freedom they demanded, the Declaration of Independence would have been an empty declaration indeed.

That has been the case ever since. That's the case as we stand here today. In order to remain a free nation, in order to keep the rights we cherish so dearly, we must be willing to defend ourselves and protect our democracy. That's the job we give our Army and the other armed services. It's a job they've done, and done well, since the beginning days of our country.

George Washington knew that American military power — especially the Army — was essential to American freedom. In the year American independence was declared, he wrote the following words to the president of the Continental Congress:

“... I am persuaded ... that our liberties must of necessity be greatly hazarded, if not entirely lost, if their defense is left to any but a permanent standing Army.”

Washington lent force to those words by leading our Army to victory over the British, who were the greatest military power during the Colonial period in America. Then, with American independence established, the Army began the continuous task of defending it. If the Army had failed in that task just one time in American history, we might not be gathered here today.

Consider the iron grip of Nazi power in Europe for more than a decade; only a world war could break that grip. Consider, too, the totalitarian rule of Communism in countries behind the Iron Curtain for nearly half a century after World War Two. Without American military power, including a powerful Army presence overseas, we could not have contained Communist aggression nor won the Cold War.

Always in the forefront of America's efforts to lend liberty a hand, soldiers of the US Army have done their part. On the battlefields of Europe, Africa and Asia, they fought for freedom in two world wars. They later carried freedom's light to icy outposts in Korea, then to the jungles of Vietnam and the sands of the Persian Gulf. They serve the cause of peace and liberty in Bosnia today.



America has lived in freedom for more than two centuries and now stands as a symbol of democracy for the entire world. How has America endured as a democracy while other nations have failed?

You, the citizens of America today, as well as the citizens of past generations of Americans, have assumed the burden of keeping our nation free. You've done it in many ways, but especially by serving as citizen-soldiers when the dangers were greatest. When you heard the call to arms, you answered it. Like the Minutemen of Washington's time, you kept our liberties intact, our flag high, and our Constitution strong.

We can proudly recall the record of dedicated military service by American citizens. We recall that 31 of the 42 men who've served as president first served in the military. We recall that more than one million Americans have died in defense of the nation.

Many of those who have died during wartime wore the uniform of the US Army. They were soldiers of all ages and all ranks. But wherever or whenever they served, they were bound together by a common cause — the cause of America — a cause of freedom and human rights for themselves and their families. So, as you celebrate the anniversary of our nation's birthday today, I ask you to recall the words of the Declaration of Independence; but recall as well the sacrifice and selfless service of American patriots that have born out those words — time after time — over the past 221 years.

Their actions remind us that to continue living in freedom and to serve the cause of freedom throughout the world, we must be ready to pay a high price. In time of war, that price is the cost of life itself, the last full measure of devotion. In time of war, that price is the cost of keeping America strong. The struggle against terrorism and tyranny simply will not go away by itself. We must be prepared at all times to do battle — using diplomacy whenever possible but using military force if we have to.

Having paid the price of freedom so many times as a nation, we should not be surprised that it is so high. As the patriot Thomas Paine said, “Those who expect to reap the blessings of freedom must ... undergo the fatigue of supporting it. ... What we obtain too cheap, we esteem too lightly.”

Let it never be said that we Americans esteem too lightly our blessings of life, liberty, and the pursuit of happiness. Those blessings, which began with the birth of our nation on a hot July day in Philadelphia, certainly have not come cheap.

As we commemorate the birth of our nation, we pay tribute to the selfless service of American men and women in uniform, past and present. Since 1775, they have defended the liberty in which our nation was conceived. They sustain that liberty today, giving hope to millions throughout the world. 

Unsung Heroes and Heroines

— A final interview with MG Alfonso E. Lenhardt

by Kathleen Welker, RJ editor

With almost 32 years of Army service under his general officer belt, the USAREC commander has decided the time to retire has come. Quoting Ecclesiastes 3:1, he said to USAREC Family Symposium attendees: "To every thing there is a season, and a time to every purpose under heaven." On July 31 at the USAREC headquarters on Fort Knox, Ky., MG Alfonso E. Lenhardt will turn over the command to MG Mark R. Hamilton; a retirement ceremony for MG Lenhardt will be held at Fort McClellan, Ala., on Aug. 8 (Lenhardt was the installation commander and Commandant of the Military Police Corps at Fort McClellan before returning to USAREC in 1996).

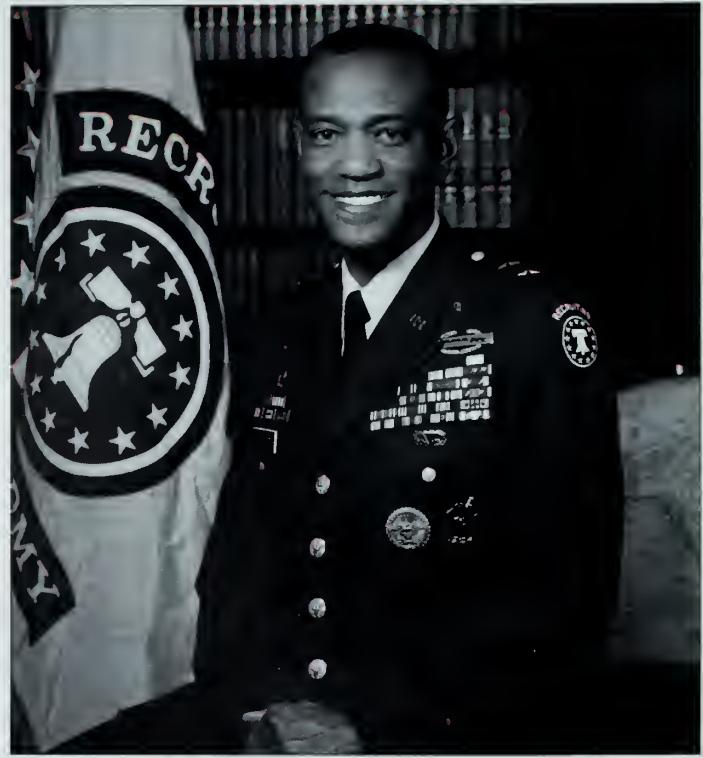
Retiring from his second tour in recruiting was not an easy decision. "Make no mistake, I love my job and I love recruiters. But it's the right time for Jackie and I to move on."

The Lenhardts had been married for just over a week when he received his draft notice in 1965; after Officer Candidate School, he went to Vietnam as an infantry lieutenant. In 1970 Lenhardt chose the military police for his future.

"I never planned this career," he said, "it just happened. At each juncture where I might have gotten out, another opportunity presented itself and I stayed in the Army. And I had a lot of fun."

His first assignment as a general officer was with recruiting, as the deputy commanding general of USAREC, then headquartered at Fort Sheridan, Ill. It was there, he said, that he learned the real value recruiters have in the Army.

"I've seen essentially three armies in my career. The first was a conscripted one, in Vietnam, that was full of drug, race, and disciplinary problems. The second was the post-Vietnam volunteer Army of the '70s, where we didn't have it right yet and were still dealing with drug



and discipline problems, leftover behaviors from and reactions to the Vietnam War.

"But the failure of Desert One in 1979 [to rescue American hostages in Iran] left soldiers with a wake-up call, and since then Army quality has surged. Now the Chief of Staff of the Army can truthfully say 'soldiers are our credentials' and be proud of that statement. We have the best Army in the world, bar none, and that's not debatable," Lenhardt said.

"What makes us so successful? The soldier. And it all begins here, with Army recruiters. We know that, but sometimes the Army doesn't recognize that, so it's been my job to take our mission statement to the rest of the Army and make them understand that it's in their best interests to keep USAREC's interests highly regarded.

"If there is anything I can do, it is to tell the Army story, to tell the recruiting story. I want to get recognition from the rest of the Army for those great unsung heroes and heroines out there in the recruiting stations. They do unbelievable work, and their impact can be seen today and every day," the commander commented.

During his 18 months as the USAREC commander, MG Lenhardt concentrated on a variety of aspects to position USAREC for success. One was to focus Army senior leadership on the significant challenge that faced USAREC in FY 97.

I am very happy that Army Family Team Building has taken root in USAREC. By sharing ideas, AFTB is going to flourish, and that can only help improve conditions for our family members.

"I don't think there was a full understanding of the [recruiting] market place, of the competition recruiters faced in light of low unemployment and other viable options being offered to prospects in our primary market," he said. "But now we enjoy the full attention of the Army, and I have worked very hard to ensure total Army involvement in our vital mission of recruiting."

With a combined mission of nearly 140,000 contracts for special skills and military specialties (including active, Reserve, AMEDD, and chaplains missions), MG Lenhardt went to the Pentagon and asked for incentives that would aid recruiters in the marketplace and he was successful. Increases in enlistment bonuses, Army College Fund, and the Loan Repayment Program seem to be working. After languishing through the first quarter of the fiscal year, USAREC is well down the road toward mission accomplishment, the CG believes.

"There is evidence that our incentives are working," the CG said. "And there is a very solid appreciation (at senior Army levels) that USAREC must be properly resourced."

MG Lenhardt made an observation in his travels that "working smarter" these days means that recruiters don't waste time.

"Good recruiters, successful recruiters use all the tools available to them — referrals, HRAP, partnerships with schools. What I have learned is that if a recruiter is struggling, he or she is probably not using all the available tools. And a very valuable tool is using yourself (the recruiter), as a person, to project a professional image of our Army, that we soldiers are contributing to our own nation-building."

"I want recruiters to understand what they represent and who they are. I want them to understand the power they have, just wearing the uniform. And I want them to understand that they have an awesome responsibility. 'To provide the strength' is not just jargon. Our leadership respects what we do. Now we're starting to see [Army installation] sergeants major and commanders coming to us and asking, 'What can we do to help?' Because they realize now that it's one Army, and that helping USAREC is helping themselves," the general said.

Another aspect of the burgeoning respect other Army personnel have for recruiting was described by the CG. He believes that recruiters truly understand "Generation X," because they have had to deal with it first. And now drill sergeants and other Army trainers are interested in understanding Generation X as well, and they are asking recruiters for their expertise.

"All in all," MG Lenhardt said, "we are seeing a greater linkage of recruiting with the rest of the Army. We, USAREC, cannot afford to be isolationist [within the Army] — we are all part of the Army story, but we have learned that we, USAREC, have to ask for that linkage. And now we're seeing that our message is being received and we are seeing reciprocity and even greater cooperation from Army units."

On the topic of family support, MG Lenhardt expressed his belief that the challenge to USAREC family members is still extreme.

"We are getting better, but there is still much to be accomplished. I am very happy that Army Family Team Building (AFTB) has taken root in USAREC. By sharing ideas, AFTB is going to flourish, and that can only help improve conditions for our family members. They are already doing much for themselves, and we [at the command level] are trying to support those volunteer efforts in every way we can."

On the subject of recruiters, the commanding general expressed his utmost respect for his soldiers.

"They are the unsung heroes and heroines of the Army. Theirs is a story that has not been told very well to the rest of the Army, but they are my heroes," he said. "I believe that recruiters are dedicated to the task before them. I believe that 100 percent of them are trying to be successful, that with leadership, training, and enthusiasm, 100 percent of them can be successful."

Why does the CG consider recruiters to be heroes and heroines?

"Recruiters understand that all the sacrifices they make, that their families make, are for something larger than themselves. Their contribution to the Army ensures our Nation's defense. I will leave this command and my Army career with a sense of pride for having been affiliated with these fine soldiers."

"I won't remember all of their names," the CG said, "but I will remember faces, vignettes where I had the opportunity to see them at work. I will take with me a storehouse of memories."

The CG concluded, "My greatest career satisfaction is that I have had the esteemed opportunity and pleasure to have worked with some of the best officers, noncommissioned officers, and civilian partners here in USAREC — it is they who have helped make these past 32 years such a joy in my life." ☀

Positive reinforcement

by Sharlene Reeder-Jorgensen, Kansas City Battalion A&PA

Don't forget to service the sale you've already made.

During the last quarter the DEP loss rate was close to, if not at, its highest percentage ever. With DEP loss figures as high as they are, you must do what it takes to close that gap and at least get into the "ball park."

Good DEP functions help to motivate

Good DEP functions that follow a specific learning pattern can help put those numbers within range to be able to make accession figures higher. Recruiters have to give DEPs and DTPs a reason to want to attend DEP functions and still give the Army what it needs, as well. If we can do what it takes to get their motivation factor a little higher, they will be less likely to back out when ship day comes around. The more these young people know about the Army and what will be expected of them, the happier they will be and the easier their lives will become. If they are prepared properly, they will have a better idea of what to expect.

Face-to-face contact helps

It's also important to have as much face-to-face contact with them as possible. Recruiters can't forget about these potential soldiers as soon as they sign on the dotted line. Care about them and show them that care, so they will know they made the right decision for themselves, their families, and the Army. They must be continually stroked to maintain interest. Some recruiters feel highly overworked when it comes to putting people in boots, but at the same time they are stressed out because they are not making any progress in the numbers department. Don't forget the people you have already put in! They are just as important as getting a new prospect interested.

Pressure is against you

You're working against peer pressure and pressure from family members. That's a tremendous task in itself, but once you've got that new recruit interested you *must* hold that interest. It's important to follow up on these kids to instill in them a sense of your worth to them. Be their friend as well

as their recruiter. Be the father or mother they may not have. Give them good sound advice and don't promise them something you can't deliver.

It's important to take a personal interest in their school and social activities. Get involved in a good mentoring program that will help that student get the grades he or she needs to complete a required class for graduation. If they are having problems, help them. In short, take the time to let them know you care about them as a person, a soldier, and not just another number that helped you achieve your mission goal for that month. Don't wait until that student fails the one class he needs to graduate and, thus, becomes a DEP loss.

Work with your DEP members to show parents and counselors that you are genuinely interested in those students graduating. This is a good way to make points with mom and dad. They know then that you are interested in their son's or daughter's future.

Take care of DEPs

Taking care of the young soldiers in your DEP can and will result in positive referrals. If mom and dad, the school counselor, DEP members or their friends have a positive outlook, they are going to speak highly of the recruiter and what he or she is willing to do for the DEP. You can bet that if the DEP member's friends, parents, or counselors have a bad impression of the recruiter, they're not going to say anything good.

Service after the sale

A lot of emphasis is put on "service after the sale." Huge corporations use it all the time to track how well their product works. Caring for the DEP member after he or she has enlisted is no different. Don't get so wrapped up in prospecting for new leads that you forget the soldiers you've already put in. Keeping them in is just as important as finding new prospects. You have to care enough to let them know they are important people to you. (If I invested in something and I thought that as soon as I made that investment, the service would no longer be there, I'd be a little hesitant to plunge in with both feet. I want to know that my investments are protected by follow-up service.)

In our business, contracts are important, as they are in any corporation. Don't forget to service the sales you've already made. 

Career planning and Planning for Life

by William Kunisch, USAREC Recruiting Operations

Developing a plan is essential to achieving any goal or task. Let's use the family vacation as an example. Before heading out on a vacation, a family usually makes some definite plans. They take the time to plan which sites they are going to visit, how they plan to travel and where they plan to stay. Some families may make more detailed plans than others, but the final outcome should result in a successful vacation. How carefully thought-out and thorough these vacation plans are, may be the difference between an outstanding vacation or one that encounters problems.

Vacation planning is important, but life and career planning is much more so. Young men and women enlisting in the Army quickly learn what actions they must take to get promoted. Soon they understand the structure of their own career management field and the steps and moves they must make in order to advance in their military career.

A few years ago, the Army prepared Career Development Models to assist soldiers in mapping out their career. These models allow soldiers the opportunity to clearly chart a path through the NCO promotion and education system. The use of the career development models helps guide soldiers in selecting recommended self-development activities and education goals that support both career progression and personal goals.

Students in elementary, middle, and high schools are often asked "what they want to do when they grow up." Through the guidance of their parents, teachers and counselors, these students hopefully begin to develop career plans and goals. Elementary school students learn about careers through career awareness programs. The career planning program expands in middle school, as students begin career exploration. Through career exploration students explore and expand their knowledge and interest in various careers. They might explore a group of career clusters, which allows them the opportunity to explore a number of related occupations.

While in high school, students take the next logical step, which is to begin career selection and preparation for the

With over 20,000 schools already registered in Planning for Life, the Army Recruiting Command is being viewed as the agent that provides valuable assistance with a growing number of helpful tools and services.

years beyond graduation. A useful school career planning program will utilize career guidance specialists who provide students with the proper tools and information to prepare for further study and enhance their marketability in the workplace. Career guidance specialists also use tests such as the ASVAB and the Holland Self Directed Search and various other types of guidance material in this process.

An ideal career planning program provides students with a number of career guidance courses and career exploration opportunities. Career planning activities are provided at every grade level and are developmental. Strong community partnerships often provide students with a variety of reality-based career exploration and school-to-work options in the local labor market. The career guidance specialists attempt to keep parents and the community informed about the program purposes and related activities. The final result is more informed and prepared students, who have developed a true sense of their potential interests and goals. Upon completion of high school, these students are able to continue their education toward their career goal. They may also enter the military or the private sector to obtain a job that provides them with a living, security, and satisfaction.

The US Army Recruiting Command is committed to promoting the involvement of students, families, and educators in partnerships that will enable youth today to “become all they can be” tomorrow. The Army Recruiting Command demonstrates this commitment through the Planning for Life Recognition Program. Through this program, school districts or school buildings that have successfully implemented complete and effective career planning opportunities for their students receive national recognition. State and national recognition of successful career planning programs provides incentives for others to become actively involved in or improve their career planning programs that will benefit students across the country.

Planning for Life began in 1994, with the first national awards going to Omaha (Neb.) Public Schools and the Dorchester School District #2, Summerville, S.C. In 1995, Douglas High School of Minden, Nev., and St. Louis (Mo.) Public Schools were honored. In 1996, the Army Recruiting Command honored Fort Wayne (Ind.) Community Schools and Pierre (S.D.) School District. In 1997, the honorees are Fairfield Junior High School, in Kaysville, Utah, and the Meade School District, in Sturgis, S.D. Schools and school districts have also been honored at the state level. Most of these honorees noted that they used the ASVAB Career Exploration Program in their career planning program.

It is simple to participate in this program and be considered for recognition. With registration schools receive a *Program Guidebook*. This guidebook describes the key elements of a comprehensive career planning program, how to review one's own program, and how to submit an application for possible recognition of their school or district career plan-

ning program. Registrants also receive an application packet, to complete if they consider their school having an outstanding career planning program.

Registrants submit their applications to their state departments of education, state guidance supervisor, where a committee of professional experts in the field of Guidance reviews each application. Each state forwards the two most outstanding applications to the National Consortium of State Career Guidance Supervisors for consideration of possible national recognition.

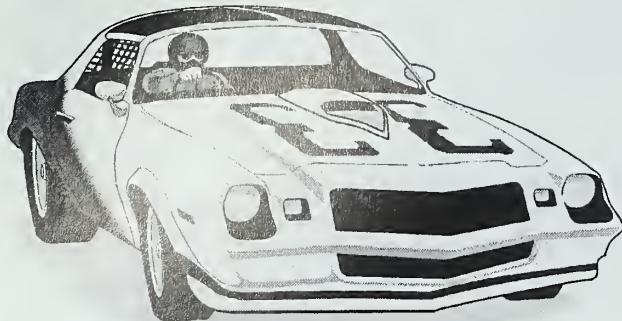
Registrants also receive the Planning for Life *Compendium of Nationally Recognized Career Planning Programs*, which is annually developed and distributed. The purpose of the compendium is to allow career guidance specialists to compare their own career planning program against some of the best nationally. The compendium provides ideas for possible program improvement and builds awareness of new techniques and products. Thus, the Army Recruiting Command brings the program full circle by helping schools initiate or improve a career planning program. Schools can adopt some of the best ideas and practices being used by these recognized programs.

This presents a tremendous opportunity for recruiters. They can introduce the use of the ASVAB Career Exploration Program to those schools initiating and implementing successful career planning programs. The ASVAB Career Exploration Program assists students in identifying and developing career goals. As students develop career maturity, they make more appropriate career decisions. The ASVAB Career Exploration Program provides an invaluable service to many schools in the development of their career planning programs.

The ultimate outcome of the Army Recruiting Command's contribution to career planning is for the Planning for Life format and materials to help establish a higher quality standard for schools. With over 20,000 schools already registered in Planning for Life, the Army Recruiting Command is being viewed as the agent that provides valuable assistance with a growing number of helpful tools and services. The recruiter is the vehicle that must provide this complete program package. All schools need aptitude testing, career exploration materials, and career planning tools. They also need ideas and models on how to improve student retention and decrease student drug use. The extent to which the recruiter and the Army Recruiting Command provide this complete assistance package, the more their credibility increases, leading to more requests for assistance, and a stronger partnership between today's Army and the educational community. 

The ASVAB Career Exploration Program assists students in identifying and developing career goals, and it provides an invaluable service to many schools in the development of their career planning programs.

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately three weeks from receipt.



A recruiter writers:

Morgan Sheppard, a driver recognized by the National Association for Stock Car Auto Racing (NASCAR), is looking for a major sponsor. It would be a great spot for the Army name.

Chief of Staff responds:

Thank you for your input to "The Way I See It." Your suggestion that the command sponsor NASCAR driver Morgan Sheppard is an excellent one.

Unfortunately, Department of Defense Joint Ethics Regulations prevent us from entering into a sponsorship relationship with Mr. Sheppard. We are prohibited from entering into any type of relationship which might appear to selectively benefit a private individual or organization.

The Recruiting Command Advertising and Public Affairs Directorate (APA) continues to explore ways to get our message to NASCAR fans. I encourage you to work with your battalion and brigade APA to see how you can promote Army opportunities at local NASCAR events.

Thank you again for your ideas and please continue to let us know how we can better support the recruiter. For further information contact Mr. Tom Tiernan at 1-800-223-3735, extension 6-0170.

A recruiter writes:

I'm a recruiter in the Knoxville, Tennessee area. I think that station commanders (79R) should be allowed to cross-train as an Army guidance counselor. This training will prepare a recruiter for the station commander position and enable the recruiter to help the assigned station recruiters with putting applicants in the Army without undue difficulty.

Chief of Staff responds:

To obtain the additional skill identifier of V7, an individual must complete the Guidance Counselor Course at the Recruiting and Retention School. Attendance at this course is determined by an order of merit list which is established by each battalion as directed by the Sergeant Major. Priority for course attendance is given to individuals who will be filling guidance counselor positions. The second priority is recruiting operations personnel who fill in for the counselors in an emergency. An individual may not be used as a guidance counselor unless they have been properly trained by the Recruiting and Retention School and obtain the skill identifier of V7.

The Recruiting and Retention School is capped at 202 annual training seats for the Guidance Counselor Course. Due to the limited availability of training seats and the cost involved, it would not be feasible to train all station commanders in this job.



For all recruiting leaders:

At the beginning of the fiscal year we knew that this year's mission was going to be very challenging. In my State of the Command address I noted that success in FY 97 was dependent on each Regular Army recruiter writing two contracts per month and Army Reserve recruiters enlisting three per month. To date, 499 RA recruiters and 71 USAR recruiters have met or exceeded the requirements. These outstanding recruiters form the solid basis for all our success, now and into the future. I will appropriately recognize each for his or her contributions.

As we enter into the homestretch, 4Q97 Mission Box is still within our grasp! I have instructed the Director of Recruiting Operations (DRO) to institute two new incentive programs designed to push us over the top in FY 97. Both programs are effective immediately and will run until Sept. 30, 1997.

The first program will give YTD mission reduction for all production between now and the end of the FY (GA, SA, and GCA contracts will have double credit value). The second will reward recruiters with double point credit for any month in FY 98 (the recruiter's choice), for overproduction during 4Q97. For those recruiters who will PCS in 1Q98, who meet the challenge, our Director of Personnel will do what

is necessary to secure a reasonable station of choice for their next assignment. The specifics have been issued in an Operations Message from the DRO.

You and your recruiters have put in a lot of hours to ensure our success. We cannot lose the momentum you have worked so hard to develop. We must finish this fiscal year on the numbers and build the entry level DEP for FY 98. Our Army is counting on us. Leaders, we can do this!

See you on Mission Box Hill!

//s//

ALFONSO E. LENHARDT

Major General, USA

Commanding

Of the troops...for the troops

Listed below are the 570 recruiters who have met or exceeded the requirements to date. Those listed with an asterisk () after their names are the top 100 RA and 19 USAR recruiters who are the "best of the best" to date for FY 97. (See page 4, News Briefs, for the DRO implementing instructions.)*

US Army Reserve Recruiting Superstars

Abram Andrew C	Griffith Daniel Wade*	Quinn Robert Joseph*
Barling Paul E	Hall Fred Renard	Rappise Joseph F
Betancourt Iram	Hanley Brian John	Resto Jeannette Katherine
Bettencourt Jeffrey T*	Harbour Jimmy L	Robinson Lucy Mae
Bowden Anthony Ralph*	Hert Robert William	Rodriguez Arce Pedro Juan
Brinkley Carlist R	Hill Lewis Nelson	Rollerson Bobby R
Brockman Curtis Wayne	Hughes Charles	Rompf Peter A*
Bush Denise Lynn*	Ivey James Elra	Rothberger Lester John Jr
Celli Louis John Jr	Jenkins Kyle Andre*	Runyon John Burian II
Choice Linda Rhames	Jones Phillip Jay	Salada Nevin Edward
Colon-Martinez Jose Antonio	Lindquist David Kenneth	Sims Major
Corcoran Robert J	Marshall Roy L*	Slaughter Randall Van
Crisanty Victor Manuel*	Martin Richie Alonzo	Sostre-Bonilla Danilo
Crossley Robyn Lejean	Martinez Wilfredo	Stafford George K
Daponte Manuel Arruda	McGillick Timothy Lance*	Trevino Tony*
Degunya Huan Cheng	McIntyre Jack Morgan	Upton Allen Charles
Del Valle Juan L	Meister Eric A	Wahler Marc J Sr
Dionne Kim Ellen	Mickens Herbie Dennis*	Watson Harold Kelton
Donaldson Robert	Money Dennis C*	West Victor*
Duncan-Boney Monica Rene*	Montero Felix	Williams Debra Ann
Edwards Marvin Lee	Morgan Steven P*	Williams Michael A
Flummerfelt Gregory Leslie*	Morrison Jerry F	Young Leon Michael
Frazier Valerie L	Mosley Tonya E*	Youngblood Daniel Thomas
Giron-Pagan Adalberto	Pons-Santiago Michael	

Regular Army Superstars

Acevedo-Cabezas Ceasar
Adams Clay
Agard Ronald
Ala Kodaro Meafatu
Alexander Christopher
Alexander Weathe Bridget*
Allen Deangelo
Aloi Samuel Joseph III
Alsobrock William C
Ancell Rodney
Anderson Johnny*
Andrade-Torres Luis M*
Askew Geraldine
Audaine John V
Azevedo Michael Anthony
Babel Joseph C
Bailey Randy Lamar
Baird Gene Bryan
Baker Tony Lee
Barbosa-Figueroa Miguel*
Barnhart Raymond D
Barthelemy Danny R
Batey Walter Curtis*
Battig Richard Nelson*
Bauer Dennis J
Bedolla Victor R
Beeman Timothy D*
Bell Dennis Eugene
Bell Frank G
Bennett Carl E
Bethea John Steven
Beverley Kenneth L
Bishop Derrick C
Bishop Timothy E*
Blanton Christopher
Bledsoe Russell C.
Boaz Thomas Wayne*
Bone John J
Boom Michael Walter
Boyd Dennis Fitzgerald*
Brathwaite Audria Ann*
Breazeale Robert Earl
Breese Nathan B
Brewer Sean Michael
Brown Frederick F*
Brown Roy L
Brown Thomas III
Brownfield Kirby A
Bryant Gregory L
Bryant Kenneth
Bueno Michael Hubahib
Burns David Richard
Burns Rory
Camacho David
Camp Jody J
Campbell Michael R

Cancel Edwin*
Carlton Finn Jorgen
Carter Nicole M
Casey Christopher A
Cato Michael Anthony
Cercone Todd Otto
Cervantes Francisco Jr*
Chamorro Hector M*
Cheney Dwayne W
Childers John David
Chmidling John Thomas
Clay Hai Minh
Coates Robert W
Collie Russell Junior
Collins Patrick W
Colocho Rene J
Condie Bryon Lynn
Conlon Mark D
Constancio Richard Jr*
Cook Elton J
Copeland William Thermon
Courtois Donald Lee Jr*
Cozart Bryant Terry
Crisostomo Ryan Frias
Cruz Pablo
Cruzcolon Javier
Curry Curtis Kent
Cutler Marc R
Cutler Tracy L
Daugherty Stephen L*
Davey Dennis E*
Davis Ronald Clyde Jr
Davis Vondel Norman
Deal Corey Jay
Debear Marc G
Decree Kennedy Kelvin
Delacruz Ronald D
Dinkins Jerry Arnold*
Dixon Alonzo
Dobson Paul C
Drew John P
Dubois London Mykll*
Dwyer Russell Arthur Jr
Dykes Andrew
Edwards Ronald L
Edwards Wilbert J
Erbach Heiko Richard
Ernest Dwayne L*
Erven Phillip L
Esgro Joseph George Jr
Eskridge Matthew Lewis
Faciane Tyrone David Jr
Faluvelez Eduardo
Farbotko Frank Joseph Jr
Ferguson Edwin Allen Jr
Figueroa Havier*

Figueroa Joel*
Flores Armida
Flores Miguel Angel*
Fogt Kenneth R
Foote Bruce Allen
Fortney David A
Foster Challie Roy
Foster Gregory
Frank David James
Franklin Calvin Dwayne
Frazier Michael W
Freire Paul Scott
Freytes-Hernandez Jorge
Gainey John C III
Galendez Cresilito C*
Gallegos Randy Lewis
Galloway Rodney L
Garcia Rafael
Garnes Timothy Andrey
Garza Roy R
Geddis Toni Janelle
Gehring Eric Bernard
Gibbs Darrell Darnell
Gilkeson Jr Alan Lee
Gillis Richard F
Ginas James Michael Jr
Glasgow Tony R
Glass Donald M
Glassmyer Robert
Glenn Sheryl A
Glover Alan S
Gomez Edwin A
Gomez Ramon A
Gonzales Juan A
Gonzales Mario R*
Gonzalez Sebastian
Gonzalez-Batista Angel L
Gonzalez-Mojica Roberto
Goss Darrell*
Gove Kenneth J
Govro Mitchell C
Graham Donal R
Graves Terry Leroy
Green Jr Richard Elbert
Green Terry D
Green Timothy Delawrence
Green Willie I
Greer Maurice H
Griffin Calvin
Griffin Jo A
Gutierrez Frank C*
Gutierrez John D
Hall Donald Edward II*
Hall Leroy Darryl Jr
Hall Roscoe
Hamilton Gregory Scott

Regular Army Superstars

Hamre Andrew C	Knight James	Mays Phillip D
Hance Charles T	Knight Kodi G	Maysonet William
Hardman Alonza Claude	Koch David L	McCarn Rodney Derrick
Hargrove Dwayne	Koch Steven E	McCoy James Roger Jr
Harris Vincent Bernard	Kovach Edward Charles	McIntosh Michael D
Harrison Marriel Jr	Kutac Patrick A	McKnight Dennis
Haynes Robert David	Landrau-Rivera Angel Alexis*	McMahan James Darryl
Heins Derrick Lawrence	Lane Donovan Anthony	McVay Renesae Diana
Hemphill Jason A	Langford Ralph Eugene*	Meadows Brian Richard
Hendrix John Clayton	Lauchard Thomas G	Melton Robert Blaine*
Henning Richard Edward Jr	Lawrence Shannon Ware	Meyer Richard Z
Hensley Harold R*	Lawson Paul T	Mishoe Danny J
Herron Gerry Joe	Layne William Condrea*	Mitchell James Lawrence
Hewlett Wayne Timothy	Lazenby Terry Walker	Mitchell Shan M
Hill Daniel J	Lee Willie A	Moffett Wiley
Hill Kenneth B	Lemon Daniel E	Montalvo Jose A
Hill Milferd Salmer Jr	Lemon Michael R	Moore Daniel R*
Holcomb Darrell Ray	Lester Arthur*	Moore Roger E
Holsather Jeffrey Alan	Lewis Randall Lee*	Morales-Lopez Edgar J*
Hood Joseph E*	Lewis Stanley U	Morgan William Martin
Horne John Leo	Liburd Calvin Reginald Jr	Morris Ezekiel
Howard Gary A	Lillard Calvin Leon	Mosher James
Howard Gary Lamar	Littleton Stanley Joe	Mouton Allen C
Howard Randall E	Lockhart Michael W*	Mullins Timothy A*
Howdershelt Ronald Nelson	Locklear Ricky*	Navarro Randy P*
Howland Michael William	Lopez Ernesto G	Negron Jose Angel Jr*
Hudson Michael L	Lopezramos Richard	Nelson Jimmie W
Hufford Eugene M*	Luketich Paul Andrew	Nesmith Daryl L
Hunter Karl Anthony	Lynch Mark G	Neville Anthony J
Hurt Paul Allen	Lynch Robert P*	Nicodemus Larry L
Ida William Jerome	Mackowski Keith Charles	Novack Joseph J.
Incle Herminio	Maclin Floyd Lee Jr	Ogarro Dave Winston*
Jackson Danny Maurice	Macom Ronald J*	Ogle Scott Joseph
James Brian O'Neil	Main Roger Jeffrey	O'Keeffe Lawrence Edward*
Jeffers Jerry Lee*	Maldonado Jose Francis*	Openshaw Sean Blair
Jennings Mark Edward	Mallett Gina Elizabeth	Oporto Lovette L
Jennings William Charles	Manglona Melvin Camacho	Otis Martin D
Johnson Alan B*	Marlin Glenn M	Owens Joseph
Johnson Dalton	Marrero-Miranda Pedro A	Packer Elliot Leronne
Johnson Herman	Martin Olin L	Paige Ricky N*
Johnson Michael E	Martin Robert Irving	Paranada Emerson*
Johnson Rodney P	Martin Virgil G Jr	Parrilla-Pagan Carmelo O
Johnston David K	Martinez Brian K*	Patterson Robert L Jr
Johnston Edwin Robert	Martinez Conrado Jr*	Patterson Travis Wayne*
Jones Dedric Leon	Martinez Eloy	Pearson Jeffrey R
Jones Donald D	Martinez Humberto J	Pee Jessie Jerome
Jones Frederick Sherman	Martinez Michael Eugene	Peele Terrance
Joslin Edward Joseph	Martinez-Galindo Joel	Peeples Malcolm Shawn
Joyner James Tony	Matos-Padilla Anibal	Penn Barry B
Jozwiak David J	Mattei Miguel*	Perez Angel Ulises*
Kaiser Beverly Denise	Matthes Raymond G	Perez Jose
Kamakahi Thao Manu*	Matthew Trena Lazette	Perkins Andrew K
Kelsey Paul M	Matthews Charles	Phillips Kara D
Kendrix Andre Eugene*	Matthews Patrick D*	Pickett John
Kern David Dale Jr*	Mattingly Frankie Allan	Pierce Anthony Lamar
Knight Derryn Megale	May Fredrick D*	Playle Philip L

Regular Army Superstars

Pomatto James R
Porter Kevin*
Pratt Paul Edgar*
Price Samuel Patrick
Pullen Joseph Anthony
Quichocho Frederick Salas
Quick Grover Q
Rabideau Gene R
Radford Errol F
Ramos-Mercado Victor Manuel*
Rankin Kenneth Earl
Rankins Christopher
Razz Patricia Elaine
Reed Brice Andra
Reid William R
Reyes Marlon Alfredo*
Reynolds Terry P
Reynoso Diego Maximilliano*
Rhiner Gary E
Rhodes James L
Rhodie Milton
Ricci Anthony Armand
Richardson Paulette D
Rivera Rafael
Riveraortiz Francisco
Roberts Alexander*
Roberts Julio A
Robertson Duffie R III
Robin Thomas Anthony
Robinson Anthony R
Robinson Danny J
Robinson Shawn Kevin*
Rockett Ira L
Rockwell Frank C*
Rodgers Marcella
Rodriguez Jose L
Rodriguez Michael A
Rodriguez-Rivera Reinald
Rogers Gregory
Rollocks Linda Mae
Roosendaal Steven Jay*
Rosario Jose Manuel
Rosario Miguel G
Rosier Patrick O'Neal*
Rossiter Thomas Woodrow
Rowland Mathew D
Roy Carl Edward
Rucker Randy A
Ruiz Lary
Ruiz-Morales Miguel A
Sanchez Walter Earl
Santiago Johnny W*
Santiago-Negron Enoel*
Satterfield Todd Jacob
Saunders Anthony K
Schiavo Innocenzo Jr*
Scoles Michael Lee*
Scott Robert Powell
Scott Tia L
Seibert Gregory W*
Seldon Ronald A
Shine Johnny
Shippey George Alton
Sidle Bradley Wayne
Simmons Stephen B
Simon Kenneth B
Sizer Sean D
Snow Ricky D
Soto Felix*
Soto Julio Jr
Spencer Alfred J
Spikes Lonnie Lee Jr*
Spurgeon Edward L
Steele Martin J
Stephens Shawn
Stobart Montgomery Guy
Stoll Timothy Jace*
Stoudt Troy Alan
Stout Steven
Stratton Maurice A.
Street Paula A
Streeter Lindsey Grant*
Suarez-Madera Federico*
Sutton Mark D
Swaim Donald Richard Jr
Sweet Don Eric
Szwajkowski Stephen
Taggart Larry L
Taylor Farrow Louis
Terrell Harold B
Thomas Robert Moses II
Thomas William Lee Jr
Thorne Michael A*
Thorpe Anthony T
Threats Warner L
Tibbitts Donald Ray Jr
Tirado Ismael R*
Torres William*
Tranberg Vern Norman
Trefault Robert P
Trescott Shaun I*
Turner Keith Alan
Turner Stacy Bernard
Uhlig Dwayne C
Vagasky Charles A*
Vaillant Reinaldo
Valcourt Eduardo Jr
Valentin-Alonso Ruben*
Vallepalma Jaime*
VanPatten Ted A
Varner Anthony*
Velazquez-Cuadra Radames
Velez-Toledo Manuel E*
Vidis Daniel Ray*
Vila Milton Jr
Vogel David Allen
Waddell Patrick D
Walker Anthony
Walker Dana D
Walker Henry L
Walker Richard*
Walker Susan M
Wallace John Frank
Ward Karl E
Ward Sean Patrick
Wasco Anthony Joseph Jr*
Washington Daryl J
Watkins Narciso C
Watson James David
Webb Gregory K
Weidemann Mark J
Weiner Richard Carl
Whigham Allen W
White Angela D
White Anthony Lavon
White Hextha J.
White Oree James Jr
White Stuart D
Whyms Alvin
Wiley Benjamin S
Williams Alonzo*
Williams Betronnie
Williams Davone*
Williams Devin Durand
Williams Gregory L
Williams Jerald D
Williams Joseph Scott
Williams Kevin M
Williams Marshall III*
Williams Melvin L
Williams Mernie E*
Williams Terry D
Willingham Gregory
Wilson Edward Bernard
Wise Michael Anthony
Wood Gregory Patrick
Woods Kelly I*
Wright Balfour Stafford
Wright Bryan Keith*
Yates Donald S
Young Ernest D
Zamora Pete
Zink Brad Williams

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army Recruiting

Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

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DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KY 40121-2726

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COMMANDER
US ARMY RECRUITING COMMAND
1307 3RD AVE
FORT KNOX KY 40121-9972



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7000000000 01-JUL-1997**U.S. ARMY
LEADS PROCESSING**File Transmission Date RSID
30-JUN-1997 4A1Q**DISPOSITION:**
[HELP](#)[SHOW
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NAME: JOHN DOE

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D RR 1 BOX 2174
D Line 2
R
E City SMITHVILLE State KY Zip Code
S
S

SSN: 000-00-0000 PHONE: 000-000-0000 DOB: 00 - 00 - 00

Years School Grad. Date Enrolled
EDUCATION: 11 AMERICA HS MM YY Y/N ?
07 / 98 Y**Closing the
LEADS Loop**[EXIT](#)[SEND](#)

A new management tool is now in place to handle marketing communication leads. The Automated LEADS Disposition Reporting System is a computer program that serves as a database for tracking the actions taken on new or in-progress leads.

"The first week the Automated LEADS Disposition Reporting System was turned on, there were 206 leads that were closed and five leads has turned into contracts," said CPT Kevin O'Neill, project officer for the LEADS program. This program is described as a close loop leads system — an efficient and quicker means of finding out what happens to a lead when it is sent to the field.

At the recruiting station level, the Automated LEADS Disposition Reporting System assists recruiters in managing the following:

- automatic updating of the leads disposition
- identifying the actions taken once a lead is sent to the station

The new step added at the LEADS center in Warminster, Penn., is the electronic lead. This step ensures a quicker response to the lead and means no waiting for the lead card to arrive in the mail. When a phone call or post card is received at the center, the

recruiting zone is identified and the lead is immediately sent by cc:Mail to the owning recruiting station. The electronic lead is also entered into the LEADS center database at the LEADS center, and comes up on the weekly update through the Automated LEADS Disposition Reporting System.

When the electronic lead reaches the station's electronic mailbox, the station commander gives the leads to a recruiter to act on. The next week's computer update of the Automated LEADS Disposition Reporting System will show the recruiter's actions taken on a lead, and forward the data to the company, battalion, brigade commanders, and Headquarters, USAREC.

The Automated LEADS Disposition Reporting System tailors the report to meet the management requirements for each level of command. For instance, at the company level the data spreadsheet identifies how many leads were sent to the stations, new or past weeks' leads, and the disposition. The battalion commander's report shows the leads status by the company level, and the brigade commander's report shows the leads status by battalion. Everyone, from the station commander and up, can see if leads are being managed effectively.

In the near future, the battalion and brigade commanders will be able to access the leads reports on the Internet.

Quality wins again

— Top winners earn trips to London and Tokyo

by Tina Meek, USARECA&PA

The US Army awarded its three trip winners, as well as 14 category winners, at this year's International Science and Engineering Fair, held May 10-16 in Louisville, Ky.

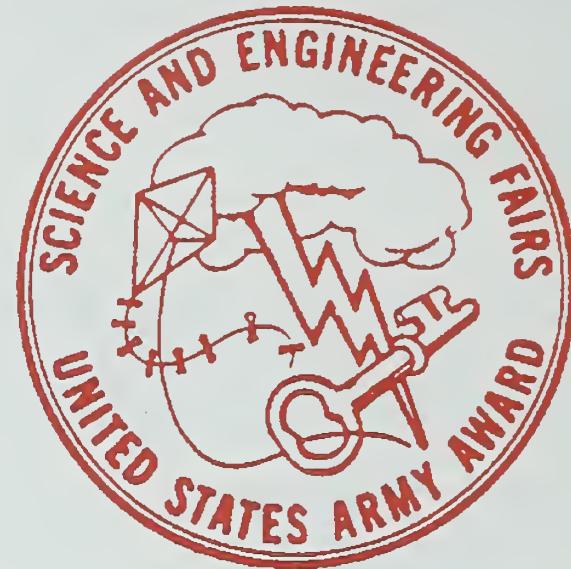
More than 1,000 high school students from throughout the United States and nearly 25 countries competed in the annual event.

Thirty-three Army judges, reviewing about 25 exhibits each, had the tough task of selecting the top Army winners.

The chief Army judge, COL Carlos Pinkham, US Army Reserve, said most of the projects completed by high school students were college graduate-level work.

Judges reviewed exhibits in the morning, then in the afternoon interviewed students to determine if they had knowledge and interest in the project, as opposed to being initiated and pressured by a teacher or a parent, according to Pinkham.

"Initiative is a big factor. We really want to be sure that students are not only doing sound science but are motivated. Motivation bespeaks a love of science and a love of science guarantees success for the scientist. You've got to love what you do," Pinkham said.



Pinkham has served as a science and engineering fair judge since 1976. In the past 20 years, he said the quality of content and depth of projects has remained the same. However, with widespread use of computers, the presentations appear more professional and higher-tech than those in the past.

Recruiting Command has been an integral part of the science and engineering fairs, providing judges and awards presenters to more than 75 percent of the affiliated regional and state science fairs.

BG James Shane, Recruiting Command's deputy commanding general (east), presented the Army awards on behalf of the Secretary of the Army at the International Science and Engineering Fair. The following are the top three Army winners who will receive expense-paid trips to Tokyo and London.

- **Mathematics** — Davesh Maulik, 17, Roslyn High School, Roslyn Heights, N.Y. **Project:** *Ordered Fields*. Maulik will go to London.
- **Medicine and Health** — Rose Payyapilli, 18, Midwood High School at Brooklyn College, Brooklyn, N.Y. **Project:** *Novel Regulation of Platelet Activation by Plasma Inhibitory Factors*. Payyapilli will go to Tokyo.
- **Microbiology** — Maureen Drohan, 18, West Springfield High School, Springfield, Va. **Project:** *Fibrinogen-Hydrogel Based System for Long-Term Delivery of Antibiotics and Chemotherapeutic Agents*. Drohan will go to Tokyo.



BG Shane (left) presented Army awards to 17 young scientists during the International Science and Engineering Fair.

The Department of the Army also selected 14 category winners to receive a certificate of achievement, a gold medallion, and \$3,000 in US Savings Bonds. The winners are as follows:

- **Behavioral and Social Sciences** — Jessica Hansen, 17, Westmoore High School, Oklahoma City, Okla. **Project:** *Determining Audial/Visual Lexical Access Type — Exhaustive or Terminating Search?*
- **Biochemistry** — Elizabeth Chao, 18, Palo Alto High School, Palo Alto, Calif. **Project:** *Site-Directed Mutagenesis and Characterization of the Histidine Residues in 2,4-Dichlorophenoxyacetate/Alpha-Ketoglutarate Dioxygenase.*
- **Botany** — Joseph Hofman, 17, Chantilly High School, Chantilly, Va. **Project:** *Growth in the Dark: The Advent of Electrosynthesis.*
- **Chemistry** — Dolores Chandler, 14, Burk Burnett High School, Burk Burnett, Texas. **Project:** *Determining the Optimum Vitamin C Concentration of Fruit Juices Necessary to Prevent Apples from Browning.*
- **Computer Science** — Ben Schmidel, Hawaii Preparatory Academy, Kamuela, Hawaii. **Project:** *Virtual Mating: An Exploration in Artificial Communication.*
- **Earth Sciences** — Rachel Kuzio, Mandeville High School, Mandeville, La. **Project:** *Can a Spectroradiometer Replace Humans in the Determination of Pottery Color?*
- **Engineering** — Lyle Chamberlain, 17, Delta High School, Delta, Utah. **Project:** *Vision-Based Mobile Robot Navigation.*
- **Environmental Sciences** — Stephen Tinnin, 17, Bartlesville High School, Bartlesville, Okla. **Project:** *Changes in Gametes and Embryos of *Lytechinus variegatus* Exposed to Pesticides.*
- **Gerontology** — Dean Yamaguchi, 16, Chaminade College Preparatory, West Hills, Calif. **Project:** *Wound Healing in Endothelium: In Vitro Aging and Microtubule Contribution to Tissue Repair.*
- **Mathematics** — Patricia Semura, 15, Oregon Episcopal School, Portland, Ore. **Project:** *Evolving Populations of Adaptive 1D Cellular Automata Using the Genetic Algorithm.*
- **Medicine and Health** — Yamil Jaskille, 17, Colegio San Ignacio de Loyola, San Juan, Puerto Rico. **Project:** *Clove and Cinnamon as Potent Inhibitors of Plaque Disease Bacteria.*

- **Microbiology** — Samuel Terry, 17, Southside High School, Fort Smith, Ark. **Project:** *Antibiotic Resistance: Detection, Treatment, and Implications of Extended-Spectrum Beta-Lactamase-Producing Bacteria.*
- **Physics** — Ana Navarro, 18, Minnetonka High School, Minnetonka, Minn. **Project:** *Identifying an Alternative Ultra-Violet-Emitting Substance as a Substitute for Mercury in Fluorescent Lighting.*
- **Zoology** — Courtney Borowski, 17, Center for Advanced Technologies, St. Petersburg, Fla. **Project:** *Selective Predation by *E. amphiphaga* on Stressed *Amphistegina gibbosa*.*

The Army's interest in the achievements of young Americans began as early as 1960 when the Army started to participate in science and engineering fairs. The Army has demonstrated its commitment to student achievement and to technical development by actively participating as a special awards sponsor at regional, state and international science and engineering fair competitions.

The Army Research Office, as well as US Army Recruiting Command, Army Cadet Command, Army Corps of Engineers, and Army Reserve personnel, help judge science projects and present awards on behalf of the Secretary of the Army. Their goal is to recognize the country's top students who are our future science stars. Their contributions can lead to amazing discoveries and encourage the future technical development of our nation's youth. 

Army program works for youth

The Army has demonstrated its commitment to student achievement and to technical development by actively participating as a special awards sponsor at regional, state and international science and engineering fair competitions.

5 Rules

How ABS Works

Anti-lock braking systems prevent your wheels from locking up and help you achieve straight, stable stops, even during emergency braking situations. This control is accomplished via a sensor located at each wheel, which transmits information to a computer in the vehicle. When the computer detects that a wheel is about to lock, it repeatedly releases and applies the brakes. The result is automated "pumping" of the brakes at a rate more rapid than even an experienced driver could deliver in an emergency situation.



You depend on your brakes — but do you really know how to use them? Techniques you learned for conventional braking systems don't always apply to today's anti-lock brakes.

Many company vehicles are equipped with an anti-lock braking system (ABS) in these safety-conscious times. Anti-lock brakes keep your vehicle's wheels from locking up when you slam on the brakes, so you can maintain control of the vehicle at all times. But rules that you learned about using conventional braking systems don't always apply to anti-lock brakes.

Luckily, learning to use this new technology properly doesn't require a four-week course or a degree in rocket science. In fact, it will only take a minute to review these tips from Denise McCluggage, who writes a syndicated newspaper column titled, "Drive, She Said." Needless to say, this is time well-spent, since knowing how to use your anti-lock brakes could save your life in an emergency.

- 1. If you learned how to drive using such techniques as threshold, cadence, or pump braking — forget them. Those techniques are designed to avoid locking up the wheels. With ABS, anything other than a hard, steady push on the brakes pedal interferes with the way the system works and can lengthen braking distance.
- 2. In simple dry-pavement braking, such as stopping at a signal from a normal speed, use a steady, firm push on the brake pedal.
- 3. In extreme conditions, such as on icy, sandy, or wet surfaces — or in a panic stop on dry pavement — apply anti-lock brakes hard, right off the bat. Don't ease into it. And keep up the firm pressure until you've come to a full stop.
- 4. Ignore sensations from the brake pedal. The pulsing of the pedal when ABS is working can sometimes feel like a hammer pounding the sole of your foot. A natural reaction is to lift off the brake pedal. Don't do this! Keep pressing hard if you want to keep braking. Also, a grating sound may accompany the pounding. This is normal.
- 5. Remember: Keep your foot on the brake pedal, your eyes open, and your wits about you. You may need to steer out of harm's way!

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Rebranding: how and why

by MAJ Michael S. McGurk, Advertising Research, PAE

Recruiters often hear the term “rebranding” when we talk about our advertising. Just what is rebranding? How is it supposed to work? Does it work? What’s in it for me? This article will attempt to answer some of those questions.

Why Advertise?

To start with, one must look at advertising as a whole. What does advertising do? The answer is not as simple as it may seem. Despite numerous attempts to measure advertising and how it works, the true role of advertising is still difficult to capture. In his book *Marketing Models*, Gary Lilien said it best, “Currently, no one knows what advertising really does in the marketplace. However, what advertising is supposed to do is fairly clear....”

Lilien goes on to say that the “what” of advertising is to increase sales. There are many different advertising methods to do this, but all of them seek to obtain the same final goal. Let’s look at an example of advertising and then compare it to the current USAREC method. This may help you to see the “why” of USAREC advertising methods.

Many of you have heard of the Yugo car, but few of you have actually bought one. How many of you would be likely to buy one? Pretty small number, I would be willing to bet. The brand has a reputation for low reliability and poor performance. Now let’s look at the Saturn line. Given the same question, many more of you would think about buying a Saturn. Saturn has a reputation for good quality and customer service. It has a good “brand” image, Yugo does not.

It would make no difference if Yugo advertises on every radio station, magazine cover, and TV show. It could be sold for \$5,000 and come with a 100,000-mile warranty. And despite all this effort, sales will likely remain low. The image of Yugo is poor and needs to be rebranded.

Yugo was a bad car. Advertising cannot save a terrible product. But consider the following. What if Yugo made a new car that was an excellent car and launched a new ad campaign? In the new campaign they told you the car company had changed, the new focus was on quality and customer service. They had testimonials from new Yugo buyers. All of their sales representatives drove Yugos. The sales representatives were polite, courteous, and well informed. They did their best to ensure the customer was happy. They were in a word, professional.

Slowly, not overnight, you should expect to see the sales climb. Give it a few years and Yugo overtakes Saturn, then GM, and then Ford. This is a possible result, but it can only happen if the Yugo delivers on all the promises. Yugo must not just say it is the best, it has to *be* the best.

In our scenario, did Yugo advertising do this by itself? No, it was a combined effort of Yugo’s rebranding advertising, sales force knowledge, motivation and skill, along with sales promotions (low price and 100,000-mile warranty), and product improvement. Combined, these gave sales representatives the powerful tools to change a brand image perception and, thereby, increase sales. Advertising does not make the sale, it helps make the sale by informing the buyer of opportunities and availability.

Army Rebranding Advertising

The correlation to USAREC is obvious and direct. Our current “Reasons” commercials (Tribute, Recon, Paratrooper, etc.) are an attempt to improve the image of the Army and the people who serve. If prospects feel better about what the Army is like, selling them on the Army should get easier. If prospects feel negative about the Army, never see commercials showing the good points, and constantly hear bad publicity, the sale will be tough.

The rebranding commercials try to elevate the perceptions of Army service and the type of people who join. They also help to counteract negative news stories. Some ads, like “Basic Training,” also try to dispel common myths and stereotypes. The series of ads attempts to convey a feeling of pride, accomplishment, leadership, and service, deep-seated core values. The commercials will not change perceptions or beliefs overnight, but they are a start in the right direction.

As with Yugo, Army advertising cannot do it alone. The ads will not get thousands of prospects to walk in the door, but the ads will make them more approachable. We need high quality, competent, motivated sales representatives (recruiters) to do that part of the sale. We also need to do our best to promote customer satisfaction and generate sales. “If you like your Yugo, tell a friend!” The same reasoning supports the use of DEP referrals and the like. We are not selling a car, we are selling the Army. And as the saying goes, soldiers are our credentials.

Finally, while rebranding works towards a long-term goal, recruiters need help right now. Short-term advertising designed to generate leads and interest is called sales promotion. The idea is to get the word out fast, show how you have improved your product, and generate leads to work. Direct Response Television (DRTV), the \$12,000 bonus, and \$40,000 for college are just that. The ads “Phone Booth,” “Uncle Sam,” and the new ad “Uniform” are not rebranding but, rather, promotional ads. These ads will help generate some short-term sales, and help those that are thinking, but undecided, to commit. As promotional ads and product improvements, they form another important part of the total effort.

Rebranding will not by itself fix all problems. Success will result from a combined effort by all aspects of the process, but it will not happen quickly. Rebranding is not going to be accomplished in a few months or even a few years.

How to measure impact?

How can we tell how well we are doing? An attempt to measure how much advertising is needed to accomplish a sale may depend much more on the sales representative than the advertising.

Army research into advertising effectiveness has been led by Dr. James N. Dertouzos of RAND's National Defense Research Center; USAREC is also working on this project. The new closed loop LEADS system is a valuable piece of the study program. Advertising and sales relationships are complex and confusing. As you, the recruiter, provide data on which leads work the best, we may get closer to some answers to hard questions. Only with recruiter input can we improve the number and types of leads sent to the field.

If we cannot look directly at advertising, we can look at it from several angles. Often the lack of a complete view can be made up for by using several partial views. Research by Lerro, Laurence, and Ramsberger (1992) in their review of the 1990 Youth Attitude Tracking Study found the recall of Army advertising is the highest of all services and that over 88 percent of respondents recognize "Be All You Can Be."

A second point is that the number of leads produced has increased, and attitude shows some slight improvement. How much of this can be directly attributed to the rebranding campaign and how much is due to other market conditions is unclear. One must remember that if propensity is only 10 percent, then 9 out of 10 prospects do not like the Army or do not see it in their future. With such a huge number of neutral (at best) observers, change will be difficult and slow.

The final point to remember is that it is probably too soon to get an accurate measurement of the advertising effectiveness of rebranding.

Rebranding is key to long-term success

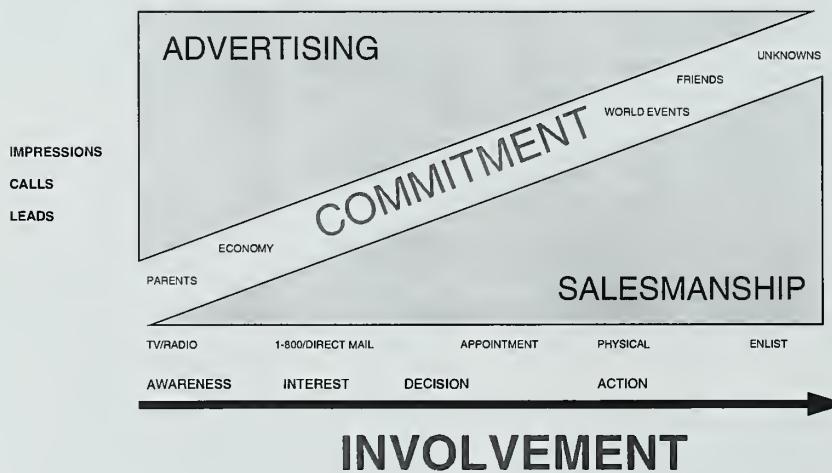
In the December 1996 issue of *Advertising Research*, Paul Dyson comments, "...what consumers think of a brand ultimately determines its value to the owner."

This comment cuts to the core of the principle behind the rebranding campaign.

In recent months, the Army in particular has had significant challenges meeting its recruiting goals. Unemployment is low, inflation is low, and the economy is robust. Youth have more opportunities for advanced education than ever before. If the Army wishes to remain not just a choice, but *the* choice, it must improve its image. Recent scandals and news stories have done nothing to help.

The current studies, which focus specifically on rebranding, do not have enough historical data to support any strong conclusions. USAREC plans to conduct these studies on an annual basis to determine the amount of progress made and provide suggestions for improvement. Working together with the field we can collect additional data to support these studies and improvements to advertising.

By now you should realize the advertising is more complex than just making a snazzy commercial. There must be ideas, plans, and strategy behind the effort. It must be a thought-out, well-coordinated campaign. USAREC has done that. The rebranding campaign, combined with the sales force, sales promotions, and product improvement form a winning concept. Each part contributes towards reaching the goal and is equally important. Like the military combined arms concept, all elements contribute toward winning the fight.



USAR Policy Reminder

Effective March 22, 1997 USAR recruiters are required to meet the new escort requirements outlined in RECUSAR Msg 97-008. This message outlines the new procedure which is designed to formalize the hand off between USAREC recruiters and the Troop Program Unit. This policy will ensure that the new soldier is fully engaged in the Troop Program Unit's sponsorship program.

Recent Policy Messages

- ✉ RECUSAR Msg 97-009 & 012, Change to USAREC Reg 140-3
- ✉ RECUSAR Msg 97-013, New Cancellation Code Description and Text
- ✉ RECUSAR Msg 97-015, VSI/SSB Required Statement for USAR
- ✉ RECUSAR Msg 97-019, Required Request Printouts for USAR Reservations

Operation F*I*R*S*T Update
(Find, Inspire, Retain, Sponsor and Train)

As you know soldiers from selected Troop Program Units were brought on Active Duty Special Work (ADSW) tours. These soldiers were hired and are managed by the Reserve Support Commands' Direct Reporting Commands, and their subordinate units to provide USAREC with 15,000 quality referrals.

The definition of a referral for Operation FIRST is, "a lead that has been contacted and has agreed to an appointment with a USAR recruiter." USAREC's mission is to effectively manage the leads provided to it by the USARC ADSW soldiers.

All referrals will be directed to the appropriate recruiting battalion Army Reserve operations section on a UF 200-D for processing to the appropriate Army Reserve recruiter. The referrals are based on the current address zip code of the referral. All referrals from the ADSW soldiers will be tracked from the battalions, to the brigades, and to Headquarters, USAREC Recruiting Operations on the first and third Monday of every month. Reserve Affairs will in turn validate referral data with USARC's Operation FIRST program manager monthly. It is anticipated that the net effect of this program (the anticipated 15,000 quality referrals) will allow Recruiting Command to meet and exceed the FY 97 mission.

New USAREC Form 1127

USAREC REG 601-96, dated April 11, 1997, introduces a new version of USAREC Form 1127, supplement to DA Form 3286-67, Statements for Enlistment (or Appointment). The new USAREC Form 1127, revised April 1, 1997, now supersedes USAREC Form 1127 dated Dec. 1, 1996 (Sexual Harassment), and USAREC Form 1107, dated June 1, 1996 (Participation in Extremist Organizations or Activities) which are both obsolete. The new version combines the two previous forms into one. Initial distribution was made to all battalions in April 1997. The field should be using the new version now.

**TWOR Update**

The May 1997 DA Board selected 52 technical warrant officers to attend the Warrant Officer Candidate School at Fort Rucker, Ala. There still are 130 qualified applications needed to achieve the TWO mission for FY 97. With two boards remaining for July and September 1997 the standard is 65 qualified applications for each board. In addition, all applications must be submitted by Sept. 8, 1997 to meet the September 1997 board. The last day to receive application credit for FY 97 will be Sept. 17, 1997; however, IRR and IMA transfer can still be processed with credit issued for the remainder of FY 97.

Quality Check

There are a number of applicants who come from other services that require processing. A policy is being developed for special processing of other service members that will require supporting documentation to complete the transfer. More information will be provided as it becomes available. Providing a valid vacancy by last name, last four and in a "hold status" is improving — keep up the good work. This process is taking care of your applicant to insure that a valid vacancy has been obtained for his/her future position.

Recruiters rescue animals, man from blazing inferno



Cottonwood Station (Albuquerque, N.M.) recruiters rescued the pets when a fire broke out in the pet shop. Illustration by SFC Palmer Miller, Phoenix Battalion.

by Phillip L. Guerrero, Phoenix A&PA

The seventh day of May had turned into a slow time for recruiting. Station commander SSG Edward Custodio decided to get a bite to eat and do a little prospecting. On his way to the local sandwich shop he noticed smoke billowing out from the building behind the Cottonwood Recruiting Station. He also saw some pre-teens running in and around the smoke. That's when his soldiering instincts took over.

Custodio rushed back to the recruiting station and told the rest of soldiers to follow him now. SFC Clifton Lewis and SGT Mitchell Hann had just returned from the local high school and were still in their dress blues. SGT Marvin Jones and SSG Randall Smith were also in the station at the time. SGT Samantha Truesdale was out on an appointment.

The soldiers ran to the fire and immediately assessed the situation and took control of the area. Custodio and his men formed a chain and began entering the smoke-filled pet shop. The soldiers gathered up as many of the frightened pets that they could.

Because of the noxious smoke, the soldiers were only able to spend

about 20 seconds at a time inside the building. The store next to the pet store was now engulfed in flames and it looked like the wall between the two stores would soon collapse. They ran to the back of the pet shop and what they found shook them to their cores.

Before their eyes were about 20 frightened puppies, howling, barking, and jumping up against the chain-link fence served as the kennel. The smoke and flames nipped at their tails, and they just looked up at the soldiers with big puppy eyes, begging for rescue.

Meanwhile, the pet shop owner showed up with a pair of pliers, but wasn't able to cut the chain-link fence. Sergeant Custodio retrieved the pliers and began cutting the fence as fast as he could. After cutting through concertina wire as an infantryman, the fence was no problem, Custodio said. He cut a hole big enough for the pups to get through and they bounded out to safety.

Unfortunately, not all the animals were saved, but the soldiers saved as many as they could before the Fire Marshal ordered them out of the building for safety reasons. The

soldiers were featured on the front-page of the *Albuquerque Journal*, and as a result of their heroics, they received many thanks from the local community along with the positive publicity.

They even got an appointment from a prior Army member who happened upon the scene and offered his assistance. "Recruiting never stops," Custodio quipped.

The pet shop owner was so distraught and in shock that he wouldn't leave the building even though all hope was lost. At that point, Custodio acted like a drill instructor and ordered the shop owner out for his own safety. The cause of the blaze is still under investigation.

The recruiters really don't feel like heroes, just soldiers. "No, we're not trained firefighters, but we are trained soldiers," Custodio related one day after the inferno. "All soldiers are trained to act under adverse conditions. We weren't trying to be Rambo's, we just wanted to help."

After the blaze was under control, the soldiers helped the local firefighters with crowd control. "It was like the Fourth of July with all the flames reaching for the sky," Custodio explained. "But there was still the potential for danger, and the last thing we wanted to see was someone get hurt."

When things cooled down, the soldiers had a chance to speak with police and firefighters on the scene. Apparently all the police and firefighters were former military members and had immediate respect for the soldiers' abilities based upon their heroics and the uniform. "We weren't trying to be heroes, we were just doing the right thing," Custodio concluded.

Adventure Van II makes maiden voyage through Glasgow

Story and photo by Lee Elder, Nashville A&PA

The Army's new Adventure Van II rolled through Glasgow, Ky., during its maiden voyage May 14-15, giving young people a chance to see, touch, and actually feel sensations associated with the 21st century Army.

One of the van's stops during the last leg of its 14-day trial run through the seven recruiting stations which make up the Radcliff Recruiting Company area was at Barren County High School. There students got a chance to be among the first to check out the mobile display which will tour the country mounted on an 18-wheel truck.

"It's gone pretty well so far," said SFC Carl Fulmore, the recruiter who heads the two-member exhibition

team which drives the van and helps local recruiters tell about Army opportunities. "The helicopter, weaponer, and the Global Positioning System have been the most popular attractions to the classes."

Among those taking the throttle of the simulated AH-1 Cobra helicopter was Joey Blair, a freshman at the school.

"It was pretty good," Blair said. "It really made you feel like you were flying."

A classmate, Susan Siddens added, "It was different. It felt like you were really there."

Also enjoying Adventure Van II was SFC Randy Trogden, who commands the Glasgow Recruiting Station.

"The kids really like this stuff," Trogden said. "This is more hands-on than previous displays and the kids can interact with it better. Seeing is only part of the equation, and you can see that kids really like something they can put their hands on."

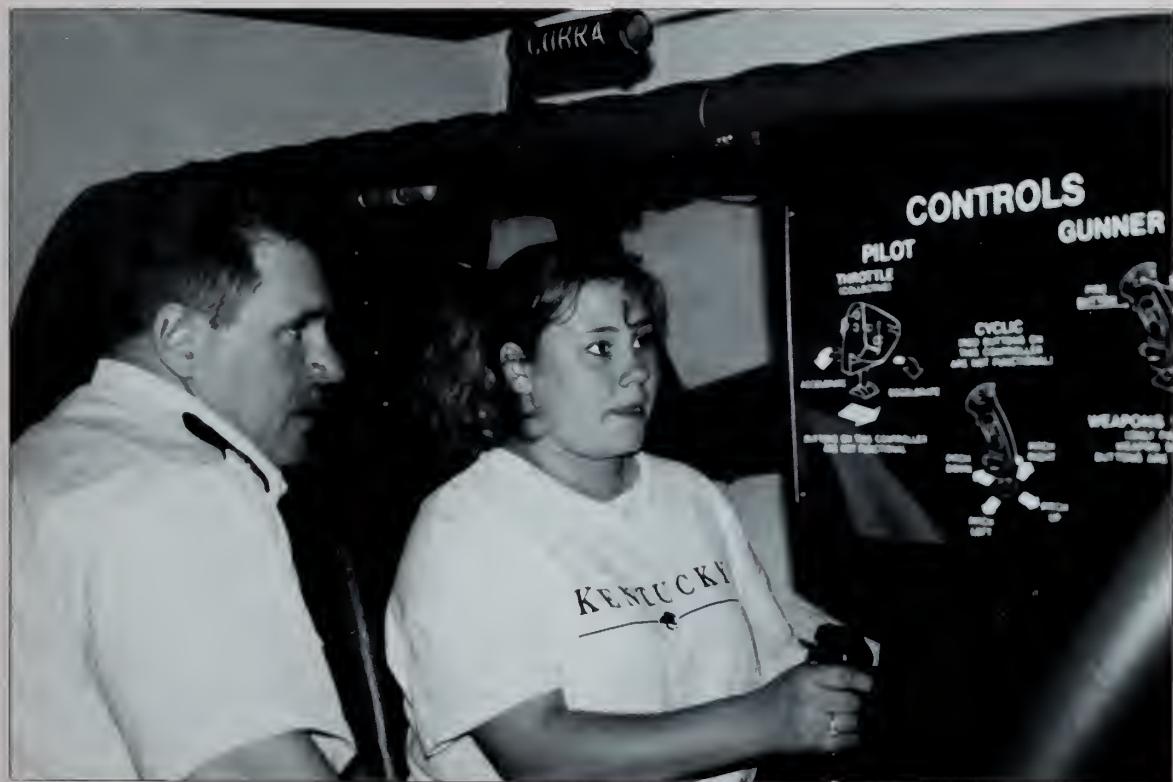
The multimedia displays feature the sounds, sights, and movements of the vehicles. They are tailored for actual simulators used in everyday Army training, Trogden said.

Other displays simulate looking through Night Vision Goggles and steering and guiding the M1A2 Tank. Many branches of the Army, including Special Forces, Rangers, medical and field artillery, come alive through a series of video presentations.

"It's a quick glimpse of what today's Army is like," said SSG Gene Rabideau, a fellow Glasgow recruiter.

Fulmore, who took the Adventure Van II on its initial tour along with his partner, SSG Denise Graves, said the vehicle has been a big help to Army recruiters even during its limited run.

"When adults have had a chance to go through in Owensboro and Bowling Green, they were impressed," he said.



SFC Randy Trogden, Glasgow station commander, helps a Barren County High School student conquer the skies while she uses the Cobra simulator.

Army Loan Repayment Program scores high with chiropractor

Story and photo by Mary Vogiatzis
Southern California ABPA

This is a case of the Army having the perfect program for Christopher Tarrant, doctor of chiropractic medicine, to use to his advantage as well as the Army. Dr. Tarrant, a chiropractor has been practicing in Corona, Calif., for about five months. He is a graduate of Fresno City College and the Los Angeles College of Chiropractic Medicine. With his schooling and education behind him, he began to do a lot of research to find out how he could pay off some of his accumulated college debt.

"I quickly discovered that the Army is the only service still using the Loan Repayment Program. I found out that I could enlist for three years and qualify for the loan repayment of \$65,000. At the completion of each year in the service the Army will pay one third of the \$65,000 directly to my loans, tax free. At the completion of three years I will have paid off \$65,000, or reduced my debt by approximately 75 percent of my loans for my education," stated Dr. Tarrant.

Tarrant also qualified to enter the Army as a specialist, which is three grades higher than the entry level of Private because of his college units, not to mention first duty station of his choice — which he chose as Germany.

Specialist Tarrant departed May 28th for his basic training at Fort Sill, Oklahoma and will attend AIT at Aberdeen Proving Ground, Maryland as a Quartermaster and Chemical Equipment Repairer/63J.



Doctor of Chiropractic medicine, Christopher Tarrant, who enlisted for the Army's Loan Repayment Program benefits and his recruiter, SFC Harvey Young, Corona Recruiting Station.

"Wow! I couldn't resist this package with the chance to pay off loans and go to Europe," remarked Tarrant.

After talking it over with his fiancee, Irene, they decided to get married on the post at Aberdeen Proving Ground following Christopher's AIT and then go to Germany together. This would be a chance for them to live in Germany and perhaps travel throughout Europe.

Specialist Tarrant plans to keep up his chiropractic license while in the Army. The Army plans to start having chiropractic care about the year 2001, according to the Army Medical spokesman, so Tarrant may stay if he could pursue being a chiropractor in the Army.

This young doctor has a tradition of military service on his father's side of the family. All generations of men in

his family have been represented in the Army since the Revolutionary War, so he will be carrying on a long and honored family tradition.

"I am very proud to carry on this tradition; in fact, my grandfather called me recently to congratulate me," stated Tarrant.

"I give SFC Harvey Young, from Corona Recruiting Station, a lot of praise for helping me with my enlistment package. We talked for hours and learned a great deal from each other," added Tarrant.

"This young man is very special. It has been a privilege to work with him. He will definitely be a credit to his family, to the Army, and to his country. I wish him well and hope that in the future he will be one of the Army's first chiropractors," stated SFC Young.

Recruiting welcomes West

by Vernetta Garcia, Columbia A&PA

World affairs topped his agenda Thursday, May 15, but recruiting was next on his schedule. After attending Columbia's World Affairs Council Luncheon, the Secretary of the Army, Togo D. West Jr., spent more than an hour learning about and meeting members of the Columbia Battalion.

During a briefing, LTC Lisa MacGuire, battalion commander, talked candidly with West about the battalion's many successes as well as the toil for a prosperous future. She defined the battalion's missions, the recruiting process, and the battalion's relationship with both the local communities and with the South Carolina Civilian Aide to the Secretary of the Army.

"We have an excellent relationship with both the South Carolina CASA and the CASA-at-large," said MacGuire.

West asked many questions about the recruiting process. He seemed amazed at the number of people a recruiter actually has to talk with to gain one accession. With overhead



Secretary of the Army, Togo D. West, Jr., recently visited the Columbia Battalion and met with the battalion's top Regular Army and Army Reserve recruiters. (photo by Leslie Ann Sully)

slides, MacGuire explained that for one contract recruiters need to contact 140 prospects, but that number is quickly reduced due to appointment no-shows and physical and mental disqualifications.

One project that seemed to intrigue West was the pilot project the battalion has with the South Carolina Employment Security Commission's various job service offices. This is a partnership program that joins recruiters with their local downtown job service office.

West requested more information about this program so he could share this concept during a future Civilian Aide to the Secretary of the Army conference.

After the formal meeting, MacGuire introduced West to some of the battalion's outstanding Regular Army and Army Reserve recruiters. He gave each of them a Secretary of the Army coin and thanked them for their dedication to recruiting. He took a brief photo opportunity and was presented with an Honorary Recruiter Certificate by the battalion commander. He joked, "Now does this mean I have to talk to 140 to get one?"

He continued walking through the battalion headquarters meeting and talking with the staff. After a private meeting with MacGuire, it was time for him to leave. West gave out a few more memento coins and the battalion CSM George Furlow presented West with a recruiter badge tie tack. "Thank you for the way you look after your soldiers," said West to Furlow.

"It was an honor meeting him," was echoed throughout the battalion by recruiters and staff. The afternoon of May 15 is etched as an impressive memory in the minds of many.

Members of the Old Guard and Fife & Drum Corps performed during the First Annual Armed Forces Heritage Day at South Mountain Fairgrounds in Arendtsville, Penn., on May 10. Recruiting stations within the Carlisle Company provided weapons displays, camouflage face painting, and a HMMWV equipped with a weaponeer. The weaponeer was a popular exhibit among the younger generation. The recruiters explained how the computer simulated device is used for military training and handed out Army promotional items. About 500 visitors attended the event. (Photo by Renee McElveen, Harrisburg A&PA)



1. In the case of priority A schools, a completed school list (85 percent of the current SY senior class) will be obtained or constructed no later than _____.

- a. 30 June
- b. 31 Oct.
- c. 30 Sept.
- d. 1 July

2. Listed below are the forms used to verify citizenship. Which one is used to verify US citizenship of a person born in a foreign country to US parents?

- a. INS Form G-845
- b. INS Form 1-94
- c. INS Form 1-688
- d. INS Form N-560

3. Recruiters will obtain parental consent for applicants who have not reached their 18th birthday. Consent may not be obtained for more than _____ days prior to their 17th birthday.

- a. 10
- b. 5
- c. 7
- d. 9

4. Explanation of single-parent signature will be made by the parent in the remarks section of _____, in addition to signing the consent.

- a. USAREC Form 533
- b. DD Form 372
- c. USAREC Form 200-C
- d. DD Form 1966 series

5. In the event of applicant nonselection, the Health Care Recruiter will tactfully advise the applicant of nonselection within _____ hours.

- a. 72
- b. 48
- c. 36
- d. 24

6. Active duty Health Care Recruiters will focus on veterinarians who meet appointment criteria per _____ and eligible Health Professional Scholarship Program (HPSP) applicants.

- a. AR 601-210
- b. AR 35-15
- c. AR 135-101
- d. AR 611-201

7. USAREC Form 1037 will be used to obtain a report from a correctional facility for all applicants who have been detained, committed, or confined in a law enforcement facility.

- a. True
- b. False

8. In the event an applicant states he or she tested positive for alcohol or drugs and the MEPS doesn't have the applicant's physical on file nor information in the computer data base, is a waiver required?

- a. Yes
- b. No

9. Moral and administrative waivers are valid for _____ months from the approval date unless a change in status occurs.

- a. 6
- b. 12
- c. 9
- d. 24

10. Recruiting company commanders may approve moral and administrative waivers for applicants not meeting the prescribed standards.

- a. True
- b. False

11. If an applicant was confined as a juvenile or an adult for less than 15 days, a _____ month waiting period is required before an applicant can process or submit a waiver.

- a. 6
- b. 9
- c. 3
- d. 12

12. Any prior service applicant's service record indicating that, during their last period of service, they were AWOL or lost time of _____ days or less, regardless of type of separation or RE code, will be required to have a waiver for enlistment.

- a. 6
- b. 10
- c. 5
- d. 7

(The answers to this month's Test can be found on the inside back cover.)



Glen E. Morrell Awards

BALTIMORE SFC Steven Johnson	JACKSONVILLE SSG Keith Cunningham	SSG Ernesto Gonzalez	PORTLAND SFC Dailey Ray
DENVER SFC Eugene Lindsay	LOS ANGELES SFC Carlos Bonilla	MONTGOMERY SFC Robert Banks	SFC Harold Chun
SFC Robert Lee	SFC Charnell Just	MILWAUKEE SFC John Lytle	SALT LAKE CITY SFC Russell Hoosline
DES MOINES SFC Robert Grothe	SFC Eugene Kim	OKLAHOMA CITY SFC Willie Fair	SFC Ferris Kent
HOUSTON SFC Cynthia Parker	Mr. Jimmy Harbour	SFC Shawn Stephens	SFC Todd Kurkoski
INDIANAPOLIS SFC Diane Bond	MIAMI SFC Carlos Santana	PHOENIX SSG Mark Grumbach	SYRACUSE SFC Matthew Doucett
	SFC James Bradshaw	SSG Bryan Hamilton	SFC Lloyd Rice
	SSG Jose Velazquez		SFC Jeffrey Lapp

Rings

BALTIMORE

SGT Kevin Watkins
SFC Bishop Steward

CHICAGO

SGT Arthur Taylor
SSG Wilson Malone

COLUMBIA

SSG Todd Hoskins
SFC Ronnie Davis
SSG Jeffery Bullerdick
SGT Anthony Avery
SGT Vondel Davis

DENVER

SFC Eddie Gordon

DES MOINES

SSG Sonji Martin

HOUSTON

SGT Michael Bonifield

INDIANAPOLIS

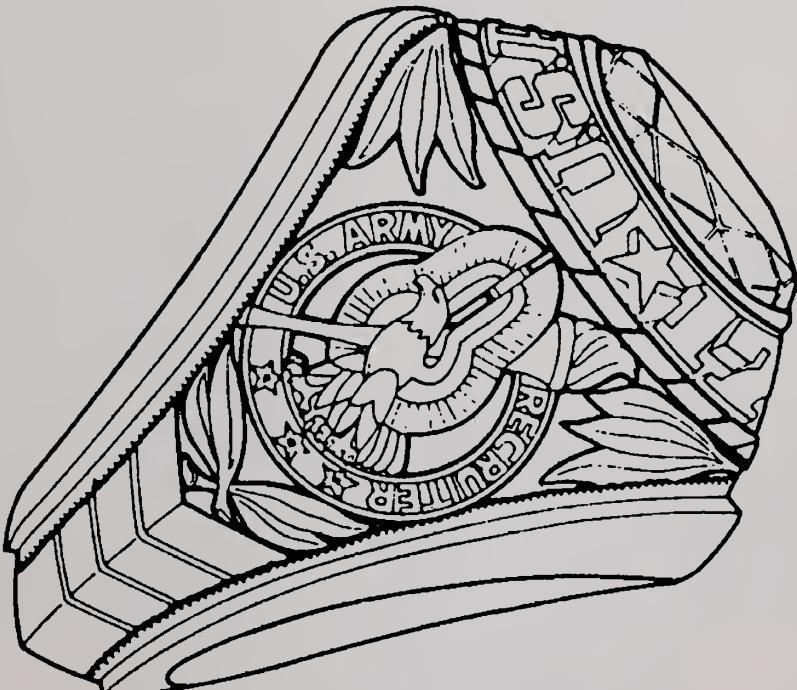
SSG Scott Hudnall
SSG Albert Ware

JACKSONVILLE

SSG Leland Smith

KANSAS CITY

SFC Lynn Wade
SSG Richard Battig

**MIAMI**

SSG Alexander Roberts
SSG Roy Davis

MILWAUKEE

SFC David Brawner

MONTGOMERY

SFC Harold Myers

NEW ENGLAND

SSG Robert Haynes
SSG Frederick Quichochio
SGM Roy Hudson

OKLAHOMA CITY

SSG Eric Treschl
SFC Allen Upton

PHILADELPHIA

SSG Neville Mitchan

SACRAMENTO

SGT Paul Williams
SSG Mark Lynch

SALT LAKE CITY

SFC Brian Hendricks
SGT Keith Schofer
SGT Frank Farbotko

SAN ANTONIO

SSG Rodney Hall
SSG Charles Meno

SOUTHERN CALIF.

SFC William Mercado
SFC Susan Hendricks
SSG Craig Hughes
SSG Jerry McKown
SFC Renee Dozier

ST. LOUIS

SFC Gregory Seibert
SSG Evelyn Guy
SSG Joseph Pugh

SYRACUSE

SFC Todd Lattin
SSG Daron Seymore

TAMPA

SFC Walter Wrighton

HQS, USAREC Special Forces

SFC Richard Lamber



Gold Badges

ALBANY

SGT Walter Norris

BALTIMORE

SSG Bruce Foote

SSG Edwin Johnston

SGT Samuel Thomas

COLUMBIA

SSG Eddie Holley

COLUMBUS

SSG Kelly Clifton

SGT Raymond Fowler

SFC Russell Canter

DALLAS

SFC Karen Miller

DES MOINES

SSG Randy Rucker

SGT Robert Ashcraft

SGT Jesus Cerrillo

GREAT LAKES

SSG Steven Hoeckendorff

SSG Rory Burns

SSG Bradley Dohm

SGT Troy Johnson

JACKSON

SSG Michael Frazier

SSG Jerry Short

SSG Kenneth Carter

SSG Jackie Green

SSG Bennie McCoy

SFC Danny Robinson

JACKSONVILLE

SSG Eric Hill

SSG Sheryl Glenn

SSG Cornelius Coverson

KANSAS CITY

SGT Scott Carlton

MIAMI

SGT Michael Skeete

SGT Luis Rivera

SGT Arce Rodriguez

MILWAUKEE

SSG John Arvan

MINNEAPOLIS

SFC Donald Jordan

MONTGOMERY

SSG Charles Davis

SGT Sheldon Fant

SSG Norrine Johnson

NASHVILLE

SSG Howard Jones

SFC Ronald Semerena

SGT Lester Pegues

SGT Allen Kessinger

NEW ENGLAND

SFC Timothy Finney

PITTSBURGH

SGT Russell Hawkins

SFC Andrew Desimone

SACRAMENTO

SSG Tyrone Small

SSG Mark Jones

SALT LAKE CITY

SSG Keith Curl

SAN ANTONIO

SSG Veronzo Hodge

ST. LOUIS

SSG Cory Bryan

SYRACUSE

SGT Sean Sizer

SGT Russell Bledsoe



Quality Volume - The Key To Our Success



Headquarters U.S. Army Recruiting Command

RSM May 97

1st Brigade

2d Brigade

3d Brigade

5th Brigade

6th Brigade

TOP TEAM MEMBER (Recruiter)

RA SSG Kern, D.
(BN) (New England)

SFC Seymore, A.
(Nashville)

SFC Craig, L.
(Milwaukee)

SFC Scott, R.
(Oklahoma City)

SSG Davey, D.
(Phoenix)

SFC Navarro, R.
(S. California)

USAR SSG Wingrove, D.
(BN) (Beckley)

SSG Offutt, T.
(Nashville)

SFC Jonell, J.
(Indianapolis)

SGT Duffield, C.
(New Orleans)

SFC LeBlanc, K.
(Denver)

TOP TEAM (Station)

LARGE None
(BN) (None)

Carolina
(Miami)

Fargo
(Minneapolis)

North Little Rock
(Oklahoma City)

Pearlridge
(Portland)

SMALL Presque Isle
(BN) (New England)

Dublin
(Atlanta)

Dickinson
(Minneapolis)

Natchez
(New Orleans)

El Centro
(S. California)

AMEDD

(HCRT) Boston

Florida

Chicago

Houston

Rocky Mountain

*Thank you for your
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ALFONSO E. LENHARDT
Major General, USA
Commanding

RO/FY 97-8

"Of the troops...for the troops"

Answers to the Test

1. c, USAREC Reg 350-6, para 3-10b
2. d, AR 601-210, para 2-4b (4)
3. c, AR 601-210, para 2-3 (a)
4. d, AR 601-210, para 2-3 (3)
5. b, USAREC Reg 601-37, para 2-5r (1)
6. c, USAREC Reg 601-37, para 3-2c (c)
7. b, USAREC Reg 601-56, Appendix B, b-14
8. a, USAREC Reg 601-56, para 2-4 (2)b
9. a, USAREC Reg 601-210, para 4-29
10. b, USAREC Reg 601-56, para 1-7a
11. c, AR 601-210, para 4-37b (2)
12. c, AR 601-210, para 4-10a

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